



NATIONAL PARK
FOUNDATION

FRIENDS OF THE NATIONAL PARKS 2010



ABOUT THE NATIONAL PARK FOUNDATION

The National Park Foundation is the official charity of America's national parks. Established by Congress, we work with the National Park Service and our partners to strengthen and protect our parks for present and future generations. The National Park Foundation continues a legacy that began more than a century ago, when private citizens – people from all walks of life, united in their devotion to protect the places they loved – took action to establish, protect and support our national parks.

In 1998, Congress amended the National Park Foundation charter directing the organization “to assist and promote philanthropic partners and programs of support at the individual national park unit level.” To fulfill this mission, the Foundation works to sustain, expand and promote the work of Friends Groups and nonprofit park partners across the country.

THANK YOU!

National Park Foundation would like to thank the many people who informed the survey questions, dissemination and synthesis. Specifically:

- ▶ The National Office of Partnerships: especially Diane Chalfant, Rich Weideman and Karyn Ferro.
- ▶ The regional National Park Service Partnership Coordinators including Nancy Woods, Leslie Dietrich, Mike Pflaum, Marty Sterkel, Ray Murray, Krista Muddle, Chris Abbott, Wendy O'Sullivan and Mike Tranel.
- ▶ The Friends Alliance Steering Committee including Cathie Barner, Curt Buchholtz, Joe Kessler, Greg Moore, Marla O'Byrne, Tom Powers, Diana Saathoff and Deb Yandala.
- ▶ Katie Nyberg of the Mississippi River Fund; author of “The Nyberg Report.”
- ▶ The 110 survey respondents (listed in Appendix A) whose labors and passion for parks have sustained Friends Groups throughout the country.

Additionally, thanks to the Director Jon Jarvis, Deputy Directors Mickey Fearn and Dan Wenk, and the National Park Service Regional Directors for helping the Foundation translate the findings of this survey into constructive action through the Foundation's Park Partners Project.

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EXECUTIVE SUMMARY

Continuing in the great tradition of philanthropic assistance for our national parks, Friends Groups and other supporting non-profits are becoming central to successful National Park Service (NPS) public/private partnerships. The economic necessity, historical success and future promise of Friends Groups is evidenced by their growth in number, active support by NPS and the budget gaps created by the stagnation of federal funding levels.

The National Park Foundation (the Foundation) conducted this survey to map the evolution and spectrum of Friends Groups and other supporting non-profit organizations; identify, where possible, any norms or best practices for Friends Groups; and inform the Foundation's strategy for continued partner engagement and support.

IT IS AMAZING
HOW SO FEW CAN
DO SO MUCH TO
BENEFIT SO MANY.

TRENDS

Growth in Number of Friends Groups

There has been a significant spike in the number of Friends Groups since they first started in 1919: 26% of all Friends Groups were established only in the last ten years. 96% of Friends Groups are registered as 501(C)(3) organizations and 85% have some type of formal agreement with NPS. However, most Friends Groups are all volunteer-run and 75% have an annual budget of less than \$500,000.

Shift in Primary Focus and Activity of Friends Groups

There has been a significant shift in the focus of Friends Group activities. In 2010 when respondents were asked to identify their top four activities, Interpretation and Education received 65% – the highest percentage – of all activities: in 1996 Interpretation and Education was ranked sixth of nine activities. Interestingly this strong focus on Interpretation and Education did not align with respondents' current perceived strengths (Question #46) which included Promoting and Publicizing Parks (54%) and serving as a Liaison between Park and Community (52%).

Fundraising, Fundraising, Fundraising

Friends Groups see fundraising as a primary goal and need increased funds and effective training. Revenue sources are diverse, though Friends Groups with budgets under \$50,000 are mostly dependent on individual donors and membership revenue. Organizations with budgets over \$500,000 had a wider range of revenue sources. Finally, both small and large organizations – 53% – relied on interest income.

Adoption of Social Media Tools

Among social media tools, 47% of Friends Groups use Facebook, the majority updating once a week. Only 15% of respondents use Twitter and an equal number have a blog.

Relationship with NPS

48% of Friends Groups communicate weekly with park staff, though a majority do not take advantage of the NPS website or trainings; 85% of respondents were either unsure or had not used the NPS partnership website for support and 62% were unsure or had not taken part in NPS training (67% for non-NPS trainings). 23% reported that relations with NPS posed a significant organizational obstacle and 26% also reported that NPS support was one of their most critical needs. A number of voluntary comments included the need for partnership training for incoming Superintendents; improved communications from the Office of Partnerships and Philanthropic Stewardship, and ways to creatively solve perceived regulatory obstacles.

OPPORTUNITIES

Key opportunities for interested organizations, associations and even Friends Groups to support the effectiveness of all Friends Groups include:

Helping to Grow and Retain Membership

Membership size has changed little over the past 20 years: 71% of respondents have less than 500 members. A next step would include identifying best practices in Member recruitment, retention and leverage for additional support and possible leadership within an organization.

Increase and Improve Fundraising

76% of Friends Groups identified fundraising as the main challenge facing Friends Groups. Friends Groups can take advantage of training opportunities offered by NPS, the Association of Partners for Public Lands, the Foundation and local and national conferences (like the Association of Professional Fundraisers) and consultants to increase fundraising skills and effectiveness.

Communications

Though 47% of Friends Groups are on Facebook, there are many untapped opportunities in social and traditional media for marketing and fundraising purposes. The sharing of successful social and traditional media initiatives by Friends Groups and other non-profits can provide real-world examples and models.

Facilitate NPS Partnerships

The majority of Friends Groups do not currently utilize the NPS Partnerships website or trainings (also true for non-NPS trainings). There were additional comments that highlighted frustrations with the effect of NPS communications. The Foundation is in the unique position to facilitate and strengthen communication between NPS and Friends Groups and other partners.

INTRODUCTION



Key to fulfilling its mission of growing philanthropy in support of the National Park Service (NPS) is the work the National Park Foundation (the Foundation) does with park-specific philanthropic organizations, including Friends Groups. Friends Groups, and other organizations that provide financial and in-kind support to individual national parks, are a significant and growing source of support. Understanding the landscape of Friends Groups and other similar organizations is the first step in determining ways in which the Foundation can better assist NPS and nonprofit park partners in collaborating on appropriate policies, relevant training and shared communications resulting in stronger national parks.

A significant survey of Friends Groups had not been conducted by the Foundation since 1992. With the April 2010 survey the Foundation intended to map the spectrum of philanthropic support for national parks, identify the challenges and capacities of Friends Groups and shape its own strategy for supporting Friends Groups.

Though this survey is by no means exhaustive, it does provide insight in to the current capacity of Friends Groups, from the emerging to the more established. Questions on governance, planning, programs, resources, financials, communications, partnerships, NPS relations and trainings resulted in answers that provided both insights into specific issues facing organizations at different stages of growth and a baseline for understanding challenges faced by all. The resulting portrait and the identified challenges provide the Foundation, NPS and other partners with clear objectives to inform future strategies and initiatives in support of park philanthropy.

HISTORY & METHODOLOGY

Two Friends Groups' surveys were conducted on behalf of the Foundation prior to the 2010 survey: "Friends of the National Parks" by Gary Machlis and Nancy Medlin¹ ("Machlis-Medlin") published in 1993 and "National Park Friends Groups: A Statistical Analysis," by Crystal Fortwangler² ("Fortwangler") published in 1996. In both cases, questionnaires were used by the Foundation and NPS to build a Friends Directory, however each effort differed in questions posed and respondents queried. "Machlis-Medlin" focused on "official Friends Groups" and Fortwangler used the resulting Machlis-Medlin directory, in addition to other groups identified by NPS, to conduct the 1996 survey. Machlis-Medlin's survey contained 38 questions and deeper, cross-tabulated analysis, while Fortwangler's survey was comprised of 20 questions. Where relevant, comparison data from the Machlis-Medlin and Fortwangler surveys are included in this report. It should also be noted that Katie Nyberg conducted a survey of 37 Friends Groups in 2009 that included questions related to governance, NPS partnership, fundraising and earned income.

A master list of possible participants was collected from recent NPS Friends Group directories and Friends Groups' websites and then vetted by NPS regional staff. The survey was designed by the Foundation using questions posed in the "Machlis-Medlin" study, in land trust surveys and other nonprofit assessment organizations and included questions suggested by the National Park Friends Alliance Steering Committee. Recognizing that the landscape had changed since the nineties, the Foundation opened the 2010 survey to any nonprofit organization that considered philanthropy essential to their mission – regardless of longevity, tax exemption status or formal affiliation with NPS. Though some of these organizations would not be considered "typical" Friends Groups, their inclusion helps capture a more complete picture of the landscape of park philanthropy and, as explained below, contributed to a lower return rate than in past surveys.

Board presidents and executive directors of Friends Groups and other organizations were contacted via e-mail or, if necessary, by phone. The survey was available online and as a PDF to a total of 246 organizations: 111 responses (one per organization) were received.

The response rate was low when compared to the 1992 and 1996 surveys, though the 111 responses provide adequate data for analytical and comparative purposes. The return rate may have several reasons. Of those who received the survey, there were likely a number who did not self-identify as philanthropic park partners; others may have not been familiar with the Foundation, and finally there was a relatively short window – three weeks – in which to take and return the survey.

¹ The Machlis-Medlin study surveyed all "active national park friends groups" defined as "a non-profit organization that was established specifically to support the activities of a particular unit of the national park system." Several questions from the 1993 survey were used again in the 2010 survey.

² The Fortwangler survey, like the Machlis-Medlin survey, did cross-comparisons between budget and membership. Fortwangler also included cumulative numbers of financial and in-kind Friend Groups contributions to parks.

Where “n” is less than 111, the reason was typically that the question did not apply to the respondent’s organization; i.e. Question #43 was for membership organizations only so “n” equaled 73, not 111. This is also true for Question #23 (job roles); Question #28 (volunteer hours); Question #40 (cash and in-kind contributions); Question #44 (fundraising); and Question #53 (goals with additional resources).

Survey Comparisons, 1992, 1996 & 2010

	Machlis-Medlin, 1992	Fortwangler 1996	2010
Organizations contacted	163	160	246
Number of responses	121	147	111
Questions (non-contact related)	33	14	43
Primary delivery mechanism	U.S. Mail	U.S. Mail	E-mail/PDF

Comparison and Cross-tabulated Charts

In addition to the individual charts of each question asked in the 2010 survey, there are comparison and cross-tabulated charts. The comparison charts compare the same or similar data from the 2010 survey and/or Machlis-Medlin and Fortwangler surveys. Not all data can be compared and comparisons were only done where possible and relevant. Cross-tabulated charts mapped data from two 2010 survey questions and were created only when the related data could provide additional insight or information. All referenced comparison and cross-tabulated charts are in Appendix C.

Additional Limitations and Observations

As with all surveys, there are limitations to what can be interpreted with complete assurance. These include:

- ▶ As there is no currently maintained list of national park Friends Groups and nonprofit partners using the Foundation’s parameters, it is likely that several organizations in existence in the Spring of 2010 were not contacted by the Foundation; similarly, the Foundation likely reached out to several organizations that no longer exist.
- ▶ Not all groups contacted replied; it is possible that those groups that did not respond differ from those that completed the questionnaire.
- ▶ A single representative – typically the board president or executive director – from each Friends Group or nonprofit partner completed the survey and the responses likely reflect both an individual, and organizational, perspective.
- ▶ In an effort to ensure the greatest number of responses, the Foundation allowed organizations to leave some fields unanswered, which did cause the sample number to vary. The sample’s size (n=) is noted for each question in the Appendices. (This is also true for the Machlis-Medlin and Fortwangler surveys.)
- ▶ Finally, the Foundation has not attempted to independently corroborate every submitted response. Some questions may not have been presented clearly, were misunderstood or possibly answered incorrectly.

DEMOGRAPHICS AND GOVERNANCE

Nonprofit Status

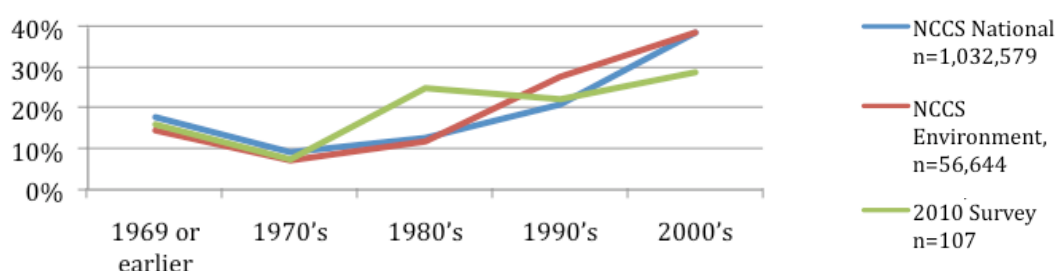
Friends Groups and non-profit organizations supporting NPS come in all shapes and sizes, however two distinct trends have emerged: growth in the number of Friends Groups and a significant increase in 501(C)(3) registered Friends Groups. 96% of respondents identified as charitable organizations that had received tax-exemption status under section 501(C)(3) of the Internal Revenue Code. This is a significant increase since Fortwangler, where 78.9% of respondents had tax-exempt status, and likely reflects an increased value of and activity in fundraising.

More notable is the growth in number of 501(C)(3) registered Friends Groups, with growth doubling every decade since 1980. Though some organizations will soon celebrate their centennial, 75% of all respondents were established after 1980. Indeed, of those Friends Groups established since 1980, 26% were established after 1990; 24% since 2000.

This significant growth in new Friends Groups reflects the national trend of an increase in non-profit organizations.³ In 2006, 9,105 environmental-focused nonprofits were registered as 501 (C)(3) organizations with 7,332 filing Form 990. That number grew in four years to 29,872 registered 501 (C)(3)s with 16,529 filing Form 990 annually.⁴

Another factor in the growth of Friends Groups and supporting organizations is the active promotion by NPS of Friends and other groups in public/private partnerships. "Making Friends, An Introduction to Building National Park Friends Groups," underscores the growing need of Friends Groups. "More than ever, with America's changing demographics and landscape, there is an on-going need to build strong public support, which includes an awareness of park issues, conservation values, and a strong sense of stewardship and involvement."⁵

**Percentage Growth of Registered All Non-Profits,
Environmental and Friends Groups by Decade**



³ See National Center for Charitable Statistics (NCCS) chart in Appendix C and, for current data on registered Non-Profit organizations, <http://nccs.urban.org/>.

⁴ Ibid.

⁵ "Making Friends: An Introduction to Building National Park Service Friends Groups" published by Midwest Region, April 2009, page 1.

Agreements

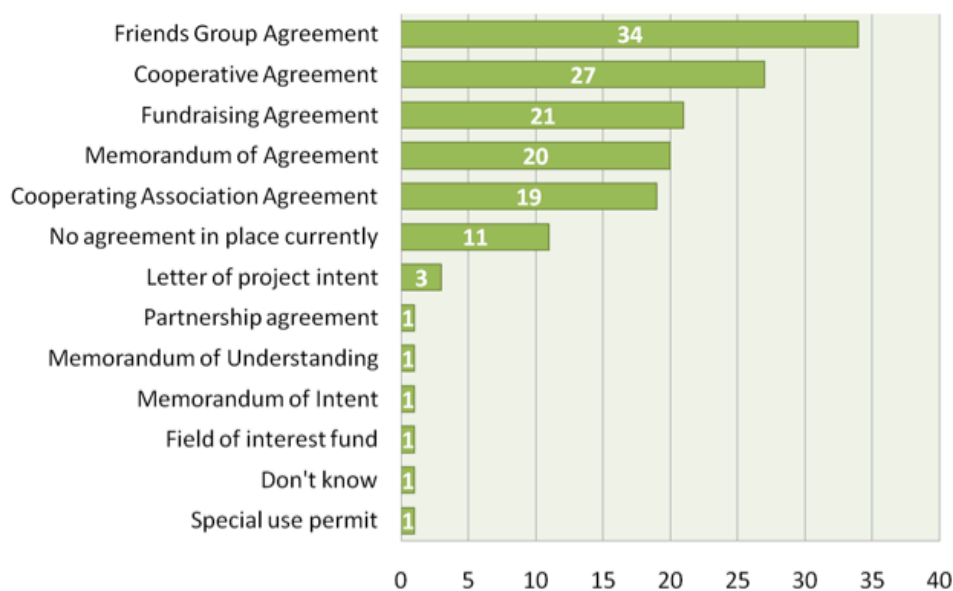
A second significant change is the increase in the number of respondents who have a formal relationship with the National Park Service. Most Friends Groups cited a Friends Group Agreement most frequently as the instrument used to establish a relationship with NPS. Today NPS actively encourages philanthropic partners to enter into a formal agreement and has created

WE ARE UNUSUAL AND
SUCCESSFUL. WE MANAGE
PROPERTY, RUN BOOKSTORE
OPERATIONS, DO FUNDRAISING,
PROGRAMS, LEGISLATIVE
ADVOCACY AND EVENTS. WE
NEED FLEXIBLE AGREEMENTS,
NOT SILO AGREEMENTS.

several additional instruments which Friends Groups and other organizations reported using (Question #14).

By comparison, Machlis-Medlin found that 55% of respondents had a formal agreement with their park; Fortwangler reported 72.3%. Today that number stands at 85% including Friends agreements, fundraising agreements, cooperative agreements, MOUs and other relationship-building instruments.

14. Do you have a current agreement with the National park service? (n=111) Multiple answers permitted



Operating Budgets

Size of operating budgets spanned from zero to multi-million dollar figures, however the majority of respondents – 75% – have operating budgets of less than \$500,000; 40% have budgets of \$50,000 or less. This is also true nationally where 73.9% of all reporting 501(c)(3) organizations have annual budgets of less than \$500,000. Nationally, 45% of all registered non-profits comprise only 2.3% of all expenses; the 3.9% of non-profits with operating budgets over \$10 million comprise 84.8% of expenses.⁶

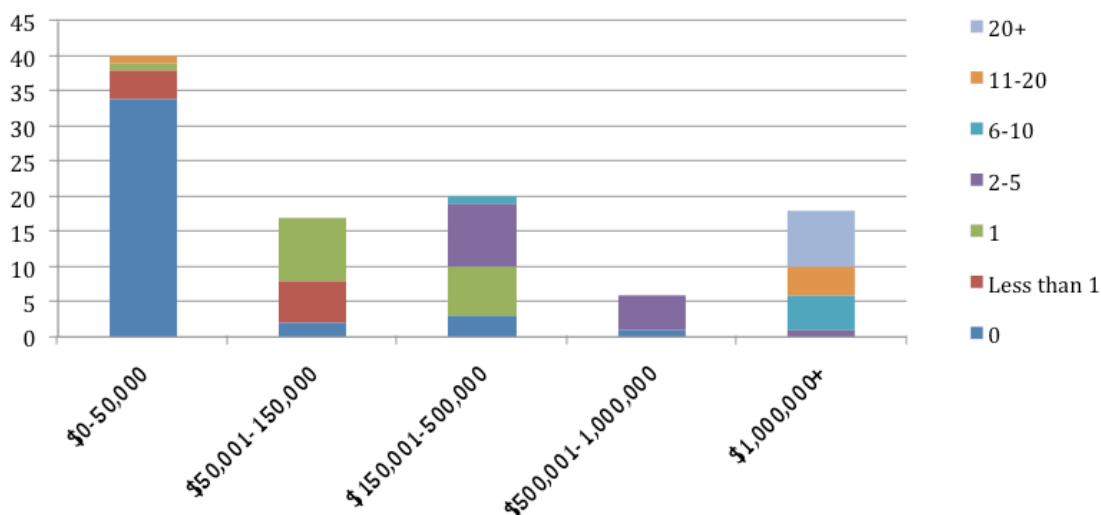
The majority of respondents are led by volunteer boards that serve as trustees and managers of day-to-day operations for their organizations. 50% of respondents indicated that they had less than one full-time staff member; 16% had only one full-time staff member. Machlis-Medlin reported that 66% did not have paid staff; Fortwangler reported 60.5%.

62% of respondents also indicated that they are audited annually, reflecting both size and a best practice.⁷

Operating budgets were cross-tabulated with staff size, membership and cash contributions to park to see if any corollaries could be established. (See “Cash to Parks by 2010 Operating Budget” in Partnerships: NPS and Others for further analysis of cash contributions to parks.)

When operating budgets were cross-tabulated with staff sizes, it was found that one full-time staff member most commonly correlated to a budget of at least \$50,001-\$150,000.

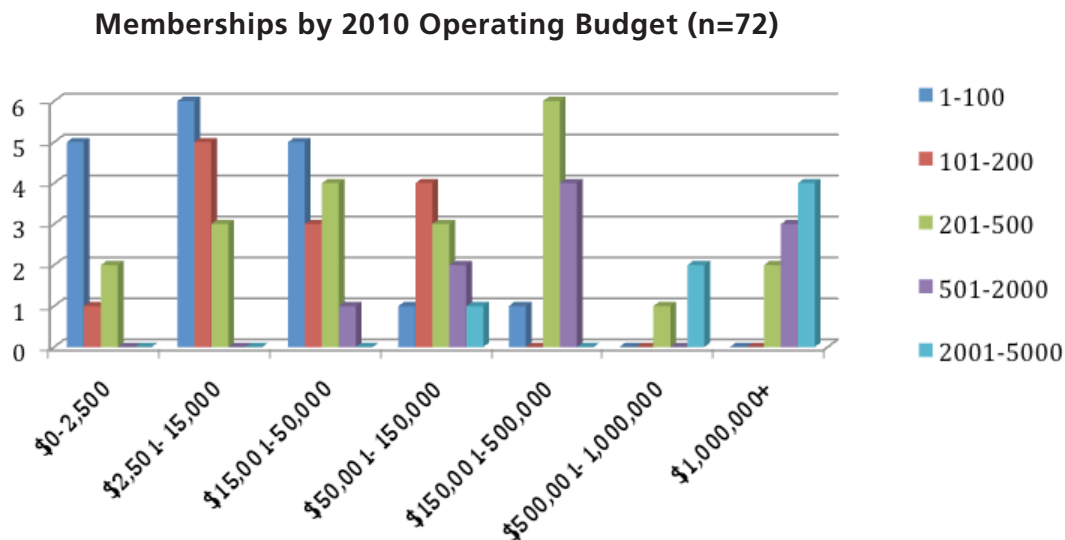
Staff Sizes by 2010 Operating Budget (n=101)



⁶ NCCS: “The Nonprofit Sector in Brief: Public Charities, Giving and Volunteering, 2010” Report by K.T. Wing, K.L. Roger and T.H. Pollack. “Expenses” refer to grants, salaries, benefits, professional fees and other expenses incurred by the non-profit as listed in Form 990.

⁷ The legal trigger for an audit varies by state and can be as low as \$100,000 to none at all. However, non-profits spending over \$500,000 in federal funds must have an audit, and non-profits that fundraise in other states, must follow that state’s regulations and so may be required to have an audit. In terms of best practice (and also considering cost), organizations give varied recommendations on when to audit: Wise Giving Alliance suggests \$250,000, Standards of Excellence Institute recommends \$300,000 and Independent Sector \$1 million as an audit threshold.

Cross-tabulating operating budgets with membership resulted in an expected trend: the smaller the Friends Group budget, the more likely that Friends Group was to have 100 or less members. As Friends Groups budgets increased, the number of members also increased. It is reasonable to assume that growing members is an effective way for growing resources, both in terms of collecting member dues and leveraging members for further marketing, networking, advocacy and donor support.



Membership

Membership remains an important way for Friends Groups to achieve their mission. A source of key revenue, members are also important as volunteers, advocates and marketing network. However, little has changed in the past 20 years in terms of membership size; the majority of Friends Groups have less than 500 members.

This lack of change in membership size can be explained, in part, by the existence of so many new and emerging Friends Groups. However, this explanation does not address the stagnation of membership numbers that many Friends Groups face. The overall lack of growth in membership numbers indicate opportunities for Friends Groups to implement effective marketing, communications, donor retention and donor engagement strategies to further grow membership and revenues.

Comparison Friends Group Membership



Governance

Governance is the business of the board: the policies and procedures that ensure legal and effective operations. For Friends Groups without staff, boards serve both as trustees and as managers of day-to-day operations. For Friends Groups with staff, trustees are most effective when developing policy and executing on committee and fundraising responsibilities leaving executive directors and other staff to manage and implement quotidian activities.

WE NEED TO BUILD A PROFESSIONALLY STAFFED ORGANIZATION SO THE BOARD CAN FOCUS ON FUNDRAISING.

Based on respondents, the most frequent board size is between 11 and 20 members and meetings occur between five and twelve times a year (36% of respondents meet three to four times a year.) Only 21% of respondents have over 20 board members.

In addition, 71% of all respondents have board recruitment and succession procedures in place.

PROGRAMS AND PLANNING

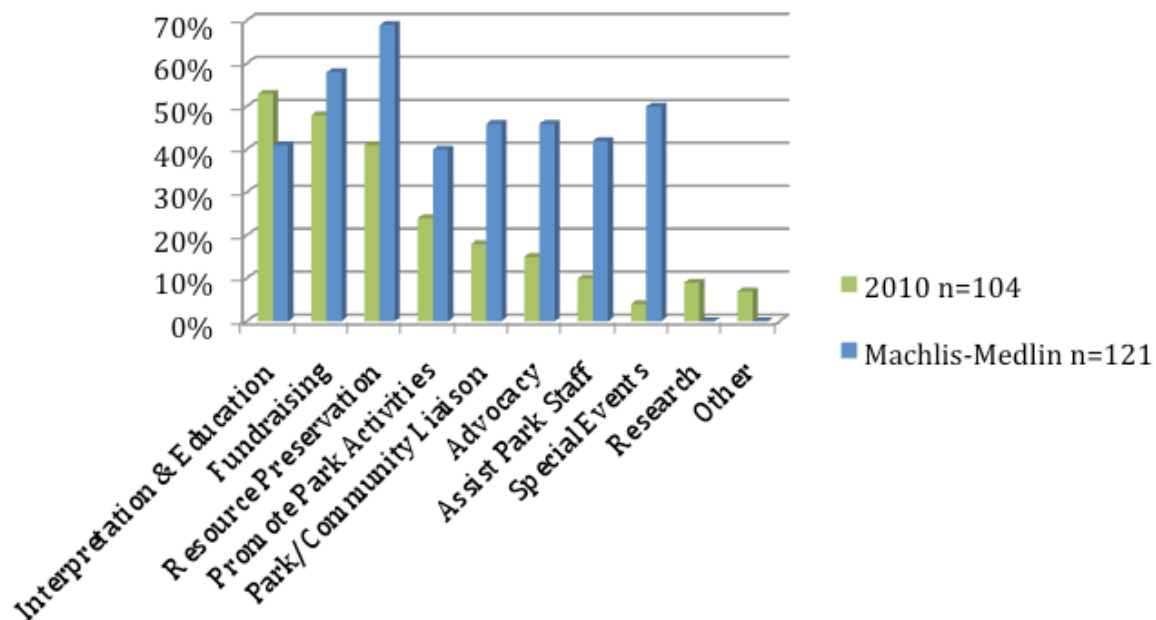
Planning and programmatic activities give insight into how Friends Groups and supporting organizations execute on mission. While only 56% had a three-to-five year strategic plan, 66% had a work plan (most likely a specified scope of work, documented and signed by both the partner and NPS).

Goals at 69% of organizations are set by the board of directors in conjunction with NPS staff, while 29% of goals are set by partner staff and NPS staff. By comparison, respondents to the Machlis-Medlin questionnaire reported 77% having a three-to-five year plan, but only 30% were “formal” plans (likely documented and voted on by the board.)

Given the spectrum of possible pursuits, organizations were asked to list their primary goals. Responses were assigned to the same categories in the Machlis-Medlin survey; multiple responses were allowed and tagged as many times as was applicable. While this comparison has limitations, it does suggest two key changes over the past twenty years.

The first major shift is the rise in importance of Interpretation and Education as a primary goal, surpassing Resource Preservation. This is a significant change in goals, and when activities such as Conservation and Park Planning are also considered, the shift in purpose and focus from preservation to education is even more evident. Also of interest is the drop in Advocacy from 46% to 10% and Assisting Park Staff from 43% to 10%, which may reflect a reluctance to lobby in the first case, and an increased ability to prioritize goals and resources in the second.

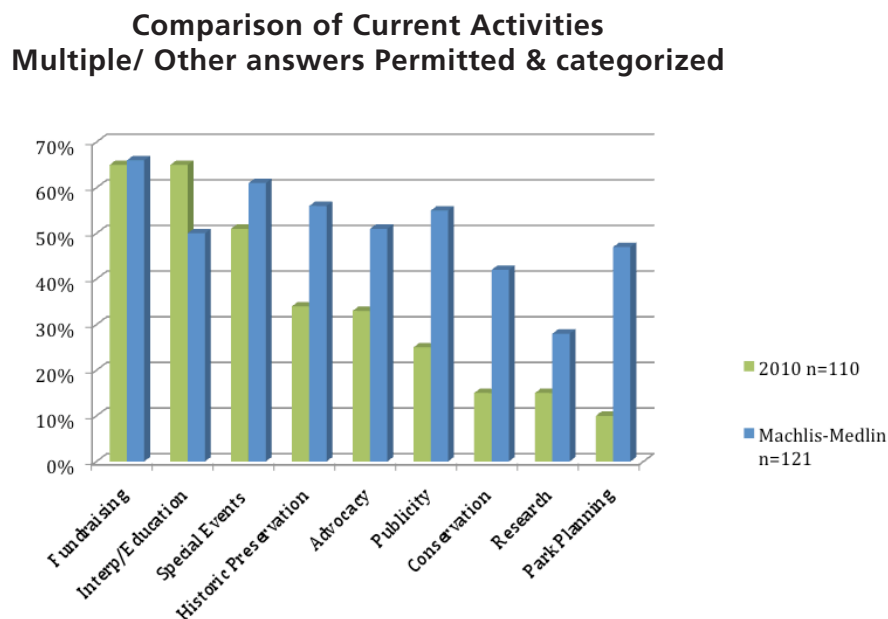
Comparison of Primary Goals



Though the questions on goals (#17) and activities (#21) were not perfectly aligned, the results offer evidence of the importance of fundraising and fulfillment of interpretation and education as main goals and resulting activities.

The chart “Comparison of Current Activities” below records respondents’ selection of the four most important activities in the past two years from a possible list of 14 activities. Education and Interpretation and Fundraising tied as the most important activity each receiving 65% from respondents; Special Events was a close third with 51%, with Historical Preservation (35%) and Advocacy (34%) a near-tie for fourth and fifth.

This correlates with the national movement towards education and engagement as the strategies by which NPS and other environmental preservation groups are ensuring the future integrity of and access to natural, historical and cultural resources.⁸ Increasingly relevant will be NPS’s recent coordination with the Department of Education on better utilization of national parks to support national education objectives.



Activities that decreased in importance since the nineties include Advocacy, from 51% to 33%, and Publicity, from 55% to 25%. Interestingly, these numbers contrast somewhat with the data from Question #46 in which 54% of 2010 respondents said their strengths were in Promoting and Publicizing and 52% replied that serving as a Community/Park Liaison was a strength. Several other activities also decreased: Park Planning from 42% to 15%; Conservation from 42% to 15% and Research from 28% to 15%. This may be interpreted to mean an increased and successful focus on priority activities, a better division of labor between NPS and other park partners (Park Planning and Conservation, for example) and/or a better understanding of where Friends Groups resources are most effective.

Finally, aligning goals with activities will be a continuing challenge given the current economy and the increased competition for environmental donor dollars. Organizations that are successful in both prioritizing goals and aligning their resources will be more successful in the funding and activities they pursue than those organizations that do not establish and act on priorities.

⁸ See, for example, National Wildlife Foundation; American Forest Foundation; Sierra Club and others.

REVENUE AND FUNDRAISING

Fundraising was identified in various questions as a goal, program, chief objective, key challenge and an area in which organizations need additional training and support. Clearly a central activity, the need for increased fundraising expertise and success is shared by a majority of respondents.

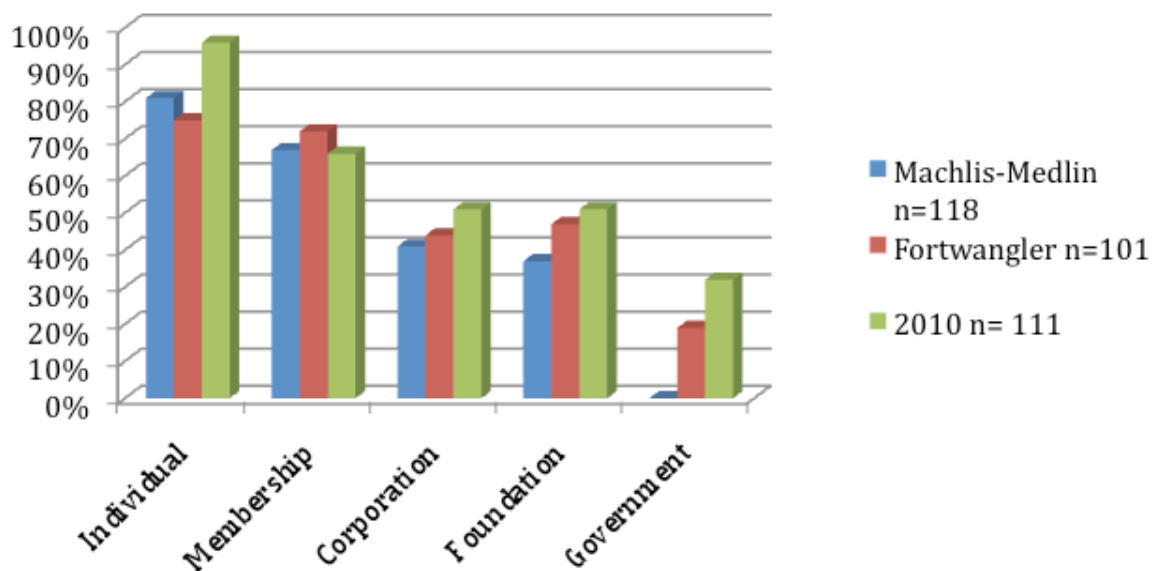
In terms of revenue, individual donors and memberships are the most frequent sources of revenue. 96% of Friends Groups and supporting organizations responded that individual donations were a source; 66% reported membership and 53% reported interest income while 51% reported foundations and corporations as revenue sources.

63% have endowments and/or reserved funds; 37% do not. This explains, in part, why 53% of respondents have interest income as part of their revenue mix.

The value of grant dollars to Friends Groups and other supporting organizations did increase slightly; 51% of all Friends Groups receive foundation grants.

To place Friends Groups fundraising in a national context, in 2009 75% of all charitable giving was by individuals; 13% from foundations; 4% from corporations and 8% in bequests.⁹ Nationally, non-profits focused on the environment receive only 2% of all charitable contributions, though giving to environmental organizations did increase by 2.3% in 2009.¹⁰ By contrast, religion-related non-profits received 33.2% and education-focused non-profits (including universities) received 13.2% of all donations.¹¹

Comparison of Friends Group Revenue



⁹ Giving USA (2010) – Annual report on charitable giving. www.givingusa.org.

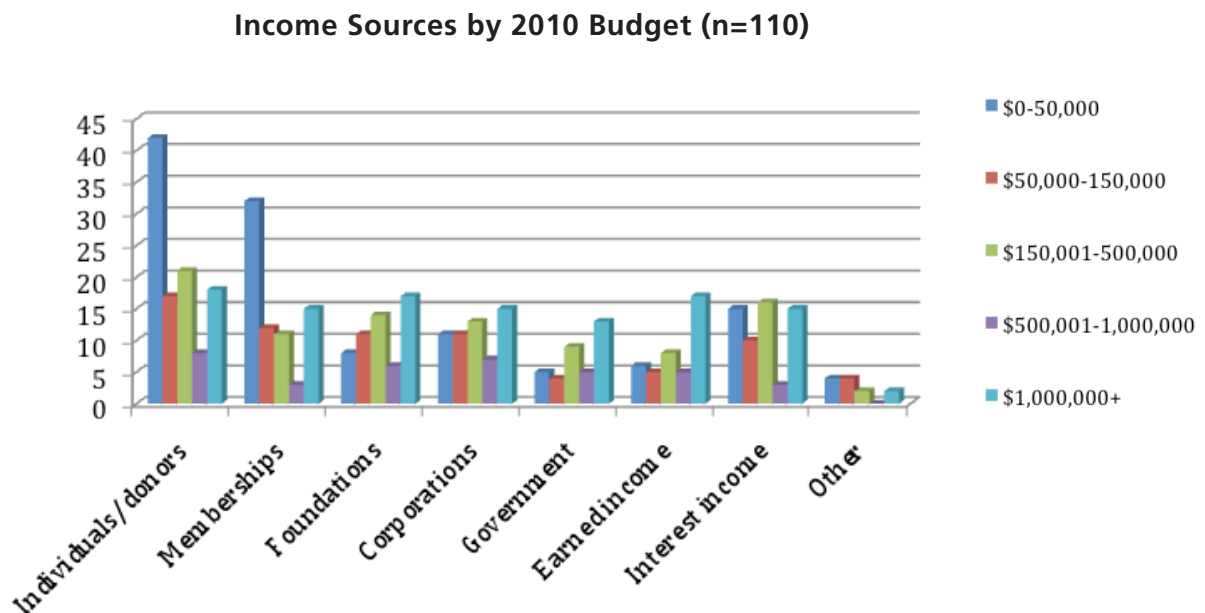
¹⁰ Ibid.

¹¹ Ibid.

When income sources are examined by budget size, several trends emerge. Unsurprisingly, smaller organizations with budgets of less than \$50,000 are significantly more dependent on individual donors and memberships, yet some do tap in to foundation, government grants or earned income revenue. Organizations with budgets over one million dollars are receiving revenue consistently from all resources, especially earned income. Interestingly, smaller organizations were as likely as organizations of budgets between \$150,000-\$500,000 and over one million dollars to have interest income. This may indicate an opportunity for small but established organizations to increase planned giving or incorporate an endowment or additional investment strategies into their revenue plans.

Please see Appendix C for charts graphing Income Sources by Budget.

THE FUTURE OF OUR NON-PROFIT WILL DEPEND ON A SUSTAINABLE EARNED REVENUE STREAM. ANYTHING THAT WILL HELP TOWARDS THAT GOAL WILL HELP US SUCCEED.



COMMUNICATIONS

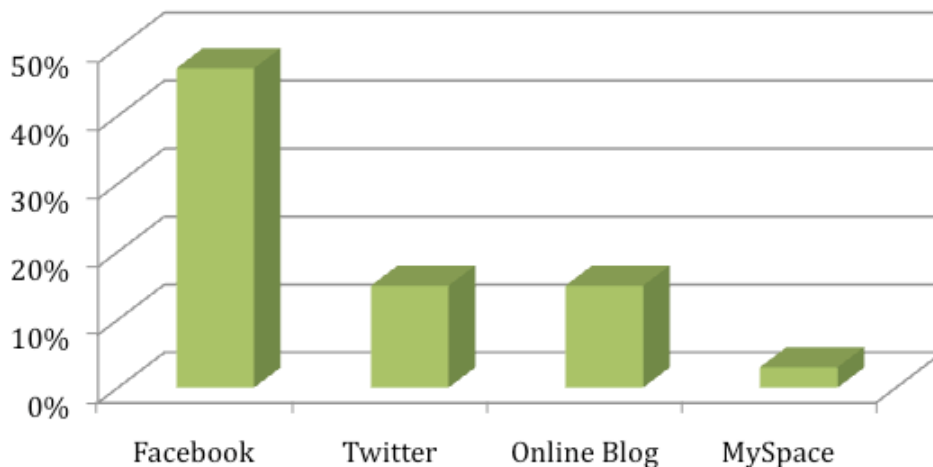
Friends Groups communication tools and needs were not included in prior surveys. Friends Groups are using a mix of traditional and social media and adhere to typical usage for both. 77% of respondents have a printed newsletter; the majority sending it quarterly. 73% also have e-newsletters, the majority of respondents sending them monthly.

For fundraising solicitations, 74% use direct mail, the majority at year end. For the 49% who use e-mail solicitations they do so with greater frequency including monthly, quarterly and annual requests.

Social media usage included Facebook, Twitter and blogs. Facebook was most popular – 47% – with most users updating weekly. Blog was the second most employed tool, again typically updated weekly. 86% of respondents manage a website daily, weekly or monthly.

Finally 76% of respondents use databases to track constituents.

Social Media Use - 2010 (n=106)



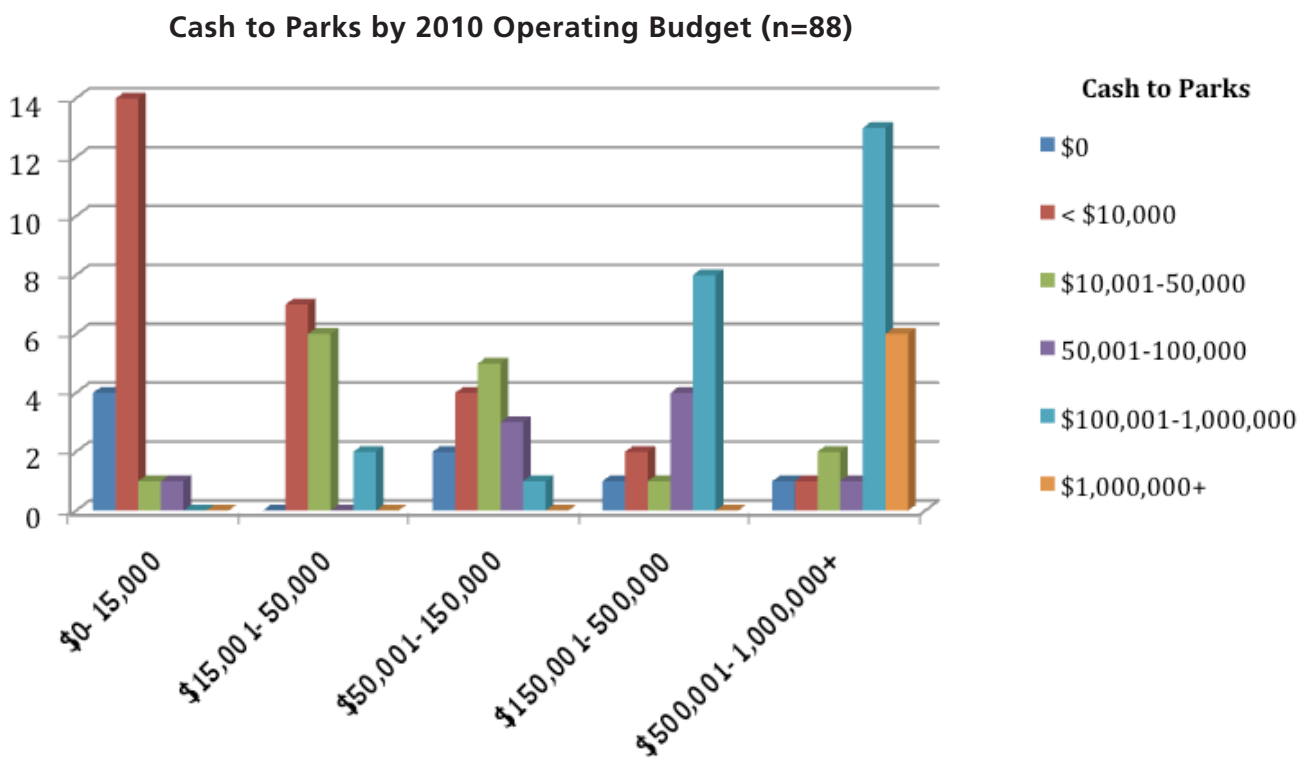
PARTNERSHIPS: NATIONAL PARK SERVICE AND OTHERS

The mission of every Friends Group and organization surveyed includes support of their local national park and/or National Park Service. Many organizations partner to be more effective in delivering on their mission. Park partners were able to deliver volunteers, in-kind and cash support to parks to varying degrees.

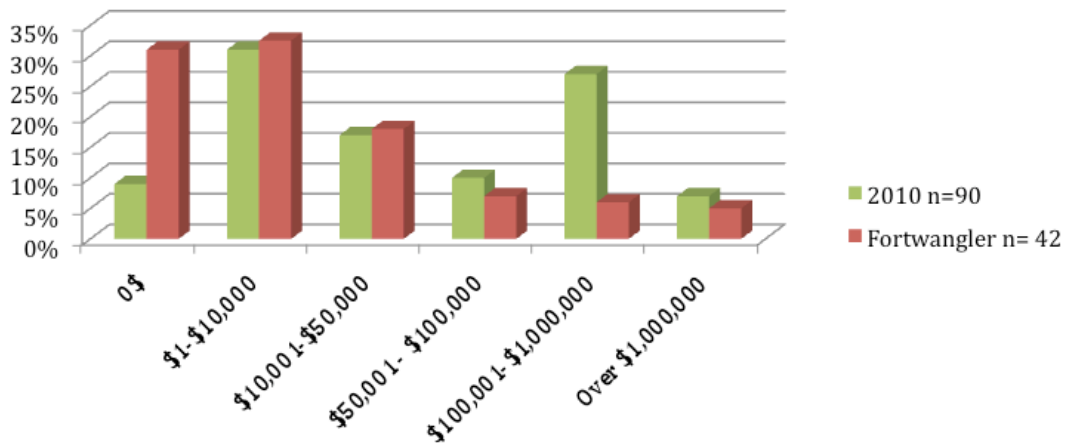
Cash Support

Based on responses to the 2010 survey, most Friends Groups fell into two categories: those who gave less than \$10,000 per year in cash support; and those who gave between \$100,000 and one million dollars a year in cash support. Cash contributions were cross-tabulated with operating budgets to see what, if any, relationship existed between these two factors (see “Cash to Parks by 2010 Budget” below). Cash contributions of \$100,001–\$1,000,000 correlated most strongly to those organizations with operating budgets above \$150,001.

This is an overall improvement from Fortwangler’s findings where 31% of respondents gave zero financial contribution; in 2010 that number was only 9%. Another significant change is in the category of cash contributions from \$100,000 - \$1 million in which there is an increase from a reported 6% in 1996 to 27% in 2010.



Comparison of Annual Financial Contributions to Parks



In-kind & Volunteer Support

In-kind support was also an important source of support to the national parks as were volunteer hours-per-month generated by Friends Groups. For respondents, 56% valued in-kind support between \$10,000 and \$50,000; 16% valued in-kind support between \$50,000 and \$100,000 and 22% valued in-kind support over \$100,000.

Friends Groups and other supporting organizations are both a source and a manager of volunteers for the park. 61% of Friends Groups generated less than 50 volunteer hours per month, yet 12% generated between 251-1,000 hours a month and another 12% of respondents generated over 1,000 volunteer hours a month. Clearly at some parks volunteerism is a source of significant labor, expertise and support.

Nationally volunteerism remains an active and important means of civic engagement. Over 26% of all Americans volunteer; 29% of women volunteer (a decrease from 32.4% reported in 2005); 29% of all employed people volunteered.¹² Volunteers are also significant donors to the organizations they volunteer for. In a survey of over 1,000 people conducted by Harris Interactive for the Fidelity Charitable Gift Fund, those who have volunteered in the past twelve months donate ten times more money than non-volunteers; and two-thirds of those who have volunteered, donate to the same charity [they volunteer with].¹³

¹² Bureau of Labor Statistics: Volunteering in the United States – 2009 www.bls.gov/cps.

¹³ Fidelity Charitable Gift Fund Volunteerism and Charitable Giving in 2009 Executive Summary <http://www.charitablegift.org/docs/Volunteerism-Charitable-Giving-2009-Executive-Summary.pdf>.

NPS Training and Communications

A key to any successful partnership is communication. 48% of respondents communicate weekly with park staff; another 26% communicate monthly and 10% require daily communication. Yet only 15% of respondents have used the NPS partnership website to support their work; 66% of respondents had not used the site and 19% were unsure. When queried about participation in NPS-sponsored training, 62% of respondents had either never participated or they were unsure

THE SUCCESS OF PARTNERSHIPS
IS HEAVILY DEPENDENT UPON
THE TRAINING AND ATTITUDE
CONVEYED BY SUPERINTENDENTS.
SUCCESS OR FAILURE LIES WITH
THAT POSITION, ESPECIALLY WHEN
NPS AGREEMENTS ARE YEARS
BEHIND, LEAVING PARTNERSHIPS
AND PROJECTS VULNERABLE.

if they had. When asked about non-NPS training, results were comparable: 67% had either not participated in any training or were unsure.

Relevantly, 31% of respondents said that NPS policies and procedures were a key challenge facing the future of their park (Question #49) and 39% see training in NPS policies and procedures as important for their organization (Question #36).

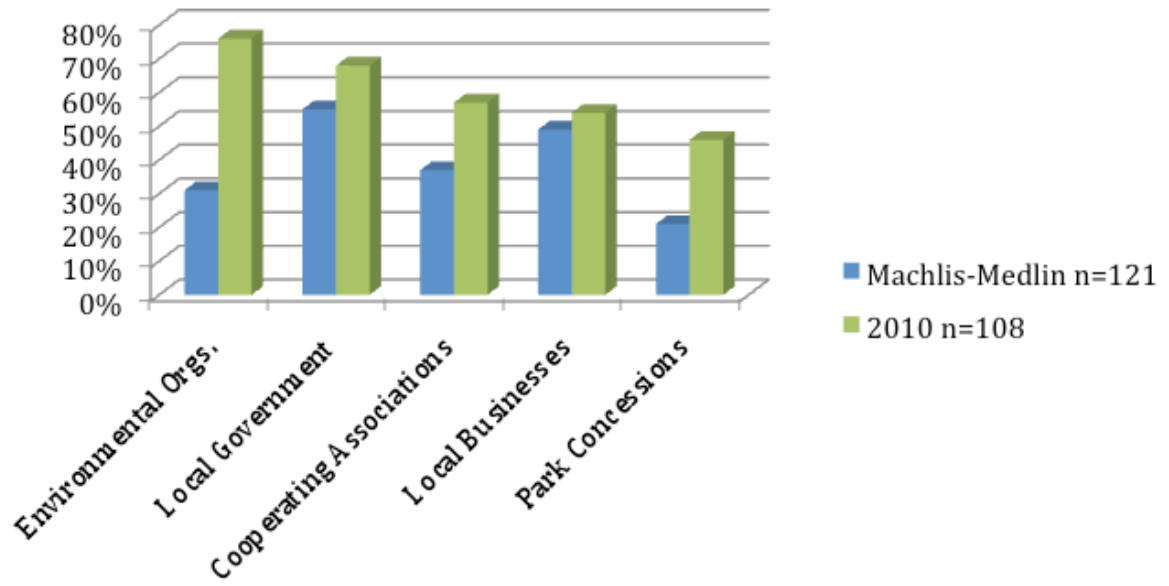
Partnerships

Friends Groups actively partner with other park entities, governments, business, environmental and historical groups on the local and national level. Both “in-park” and “out-of-park” partnerships remain important to Friends Groups success, though plenty of opportunities for strengthening both remain.

82% of respondents collaborate with other non-profit park partners; 62% work with cooperating associations, an increase from 37%. Partnerships with concessionaires saw a small increase, from 21% to 31%. There is clearly an opportunity for expanding in-park partnerships. In terms of “out-of-park” partners, 83% of Friends Groups worked with local civic groups and 82% worked with environmental organizations, a marked jump since the 1990’s.

As a point of comparison, 55% of respondents in the Machlis-Medlin survey reported existing relationships with local government; 51% reported relationships with local civic groups and 49% with local businesses.

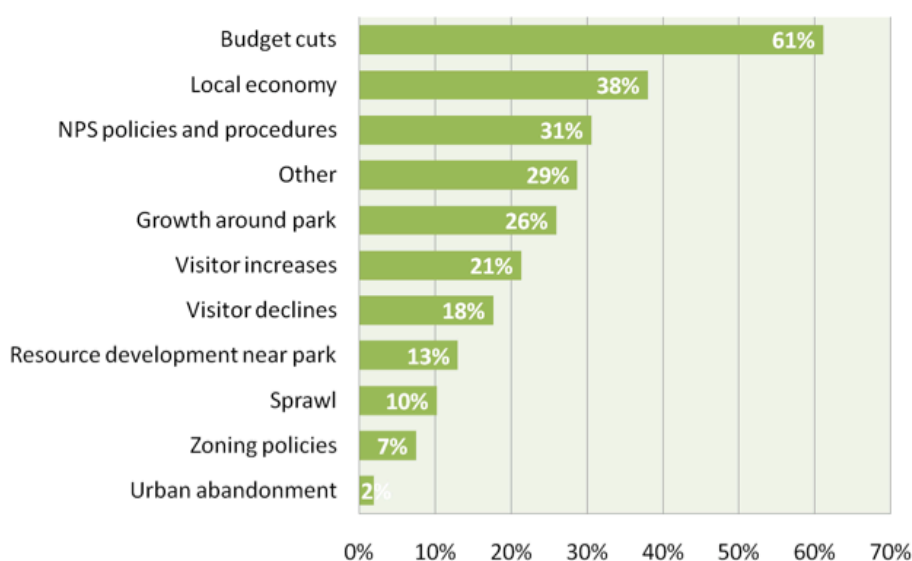
Comparison of Friends Groups' Partnership Types



ORGANIZATIONAL CAPACITY

The survey aimed to assess the current capacity of organizations and their ability to address the challenges and plan for their growth in support of national parks. Given recent economic challenges, capacity to both support and execute on mission is an issue throughout the non-profit sector. Indeed in this survey 61% of respondents reported budget cuts and 38% reported the local economy as key challenges facing their parks. There were several other uncontrollable factors related to planning including area growth, development and sprawl. Also relevant was the 31% who responded that NPS policies and procedures were a key challenge. Interestingly visitor increases and decreases were seen as challenges.

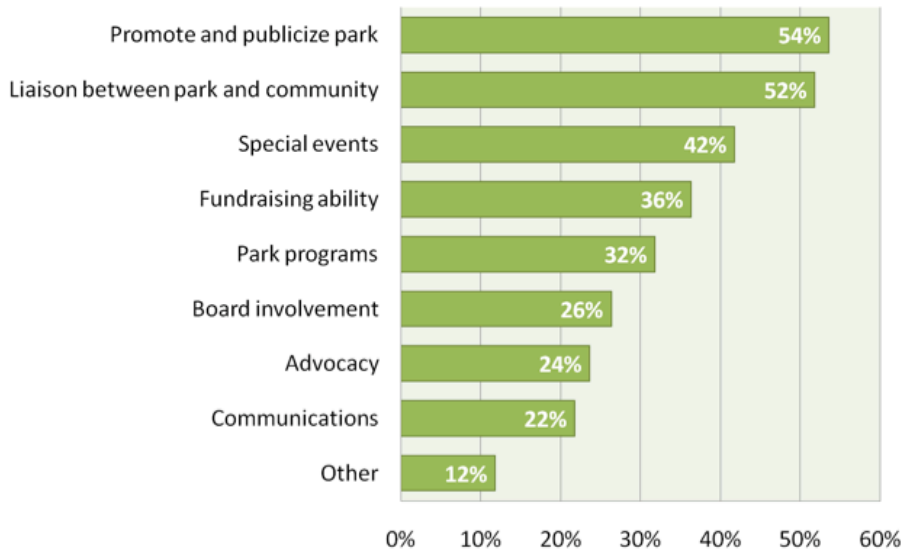
49. What key challenges face your park in the future? (n=108) Multiple answers permitted



OUR MAIN PROBLEM IS ATTRACTING BOARD MEMBERS AND GETTING MEMBERSHIP SUPPORT. NEXT, WE NEED HELP WITH GRANT WRITING AND COMMUNICATIONS.

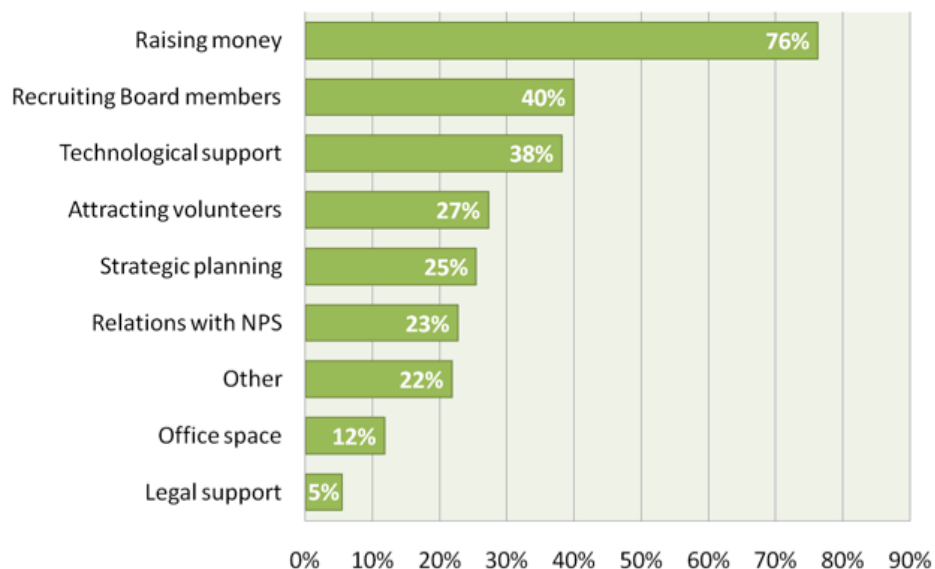
Organizational strengths enable a Friends Group or other supporting nonprofit to execute on the goals identified during planning and make their vision a reality. Many respondents emphasized their ability to promote and be “the face” of parks in local communities; 54% for Promoting and Publicizing the Park; 52% for serving as a Community Liaison. Special Events earned 42% of respondent’s confidence and, interestingly, Fundraising 36%. Although Friends Groups are prohibited from speaking for NPS, they actively speak on behalf of the park, its resources and impact.

46. In your opinion, what are three particular strengths of your organization? (n=110)
Multiple answers permitted



Fundraising was identified by 76% of respondents as the most significant obstacle with Board Involvement a distant, but important – and connected – second at 40% (Question #47) with technological support at 38%. Fundraising is always a need but could also indicate a challenge – or lack of experience and knowledge – in converting successful interactions into memberships, donors, volunteers, advocates and for a select few, potential board members.

47. What are your three most significant organizational obstacles? (n=110)
Multiple answers permitted



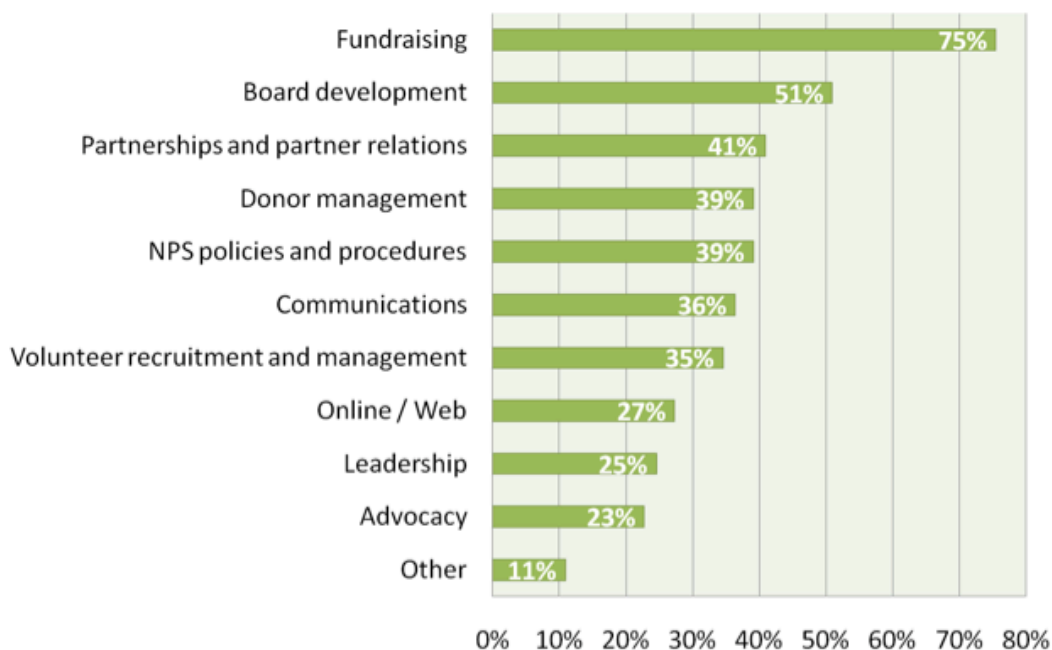
WE DO A GOOD JOB
WITH THE RESOURCES
WE HAVE AND ADD
VALUE FOR THE PARK.
HOWEVER, WE FIND
IT INCREASINGLY
DIFFICULT IN THE
CURRENT ECONOMY AND
WITH THE INCREASING
NUMBER OF NON
PROFITS IN OUR REGION
TO SUSTAIN AND GROW
OUR OPERATIONS.

In terms of critical needs, Funding received 79% of respondents vote (multiple answers were permitted) while Staff Time received 44% and NPS support 26%. This is unchanged, unsurprisingly, from past surveys. In Machlis-Medlin, lack of funds was identified by 63% of respondents as the lead factor in limiting Friends Groups from achieving goals; staff came second at 26%. The “very importance” of Fundraising Training was rated 43% (the need for Funds themselves, 75%). It is clear in comparing Machlis-Medlin and current responses that the demand for fundraising training has remained strong.

A goal of this survey was to determine not only what training topics Friends Groups needed most, but also how this training could best be provided. On-site consulting and online training were rated the

most useful; national gatherings or conferences were too difficult or expensive for most to take advantage of (Question #37 in Appendix B.)

36. What training topics do you see as most important for your organization? (n=110) Multiple answers permitted



Several significant trends emerged in the 2010 Survey presenting opportunities for Friends Groups, the Foundation, NPS and other organizations.

SIGNIFICANCE FOR FRIENDS GROUPS

Growth in Number of Friends Groups

In keeping with the national trend of the expansion of the non-profit sector, there has been significant growth in the number of Friends Groups. Indeed 26% of all Friends Groups were established only in the last ten years and 75% of respondents were established after 1980. 96% of Friends Groups are registered as 501(C)(3) organizations and 85% have some sort of formal agreement with NPS. Most Friends Groups are small with half being volunteer-run and 75% having a budget of less than \$500,000. The need to support the effectiveness of emerging and smaller Friends Groups is paramount.

Shift in Primary Activity from Preservation to Education

There has been a significant shift in the focus of Friends Groups' activities from 1996 when Machlis-Medlin reported an emphasis on the preservation of natural and cultural resources. Indeed in their report Friends Groups identified Special Events (61%), Historic Preservation (55%), Park Planning (47%) and Conservation (42%) as the major activities. In 2010, 65% of all respondents identified Interpretation and Education as their chief activity: in 1996 Interpretation and Education was ranked sixth in activities. Interestingly this strong focus on Interpretation and Education did not align with respondents' current perceived strengths which included Promoting and Publicizing Parks (54%) and serving as a Liaison between Park and Community (52%). Also relevant was the drop in Advocacy from a high of 51% in 1996 to 33% in 2010 which indicates a change in the way in which Friends Groups both perceive and practice educating local government and other key decision makers on the importance of park philanthropy. There is a clear opportunity for Friends Groups to further explore, clarify and build upon both their objectives and their strengths.

Need for Effective Fundraising and Larger Memberships

Unsurprisingly – and unchanged – is Friends Groups desire for increased funds. Revenue sources are diverse, though Friends Groups with budgets under \$50,000 are very dependent on individual donors and membership revenue. When considering that membership size has changed little over the past 20 years – 71% of respondents have less than 500 members – two challenges emerge. The first is a need to expand membership numbers and their pathways to greater support and the second is to diversify revenue sources to include foundations, corporate support and earned income. Organizations with budgets over \$500,000 have a wider range of revenue sources including foundation and government grants, earned income revenue and corporate support. Finally, both small and large organizations relied on interest income demonstrating the relevance of planned giving, endowments and investments for even smaller Friends Groups.

Effective Marketing and Adoption of Social Media Tools

77% of respondents have a print newsletter – most sending it out quarterly – and 73% have an e-newsletter. Though 47% of Friends Groups are on Facebook, 15% of respondents use Twitter and an equal number have a blog. There are many untapped opportunities in social and traditional media to support Friends Groups' marketing and fundraising campaigns. As national parks struggle with how to best address the role of mobile communications, web access and other related issues within the parks, Friends Groups have a significant opportunity to leverage social and traditional media on behalf of the parks. Resonating with their self-identified strength as the "face of the park," Friends Groups can learn about and implement – quickly and in stages – traditional and social media strategies that support revenue, member and engagement objectives.

SIGNIFICANCE FOR NATIONAL PARK FOUNDATION

Establishing and Sharing of Best Practices

Based on the expressed needs for increased training – 75% identified Fundraising, 51% board development – and information, the Foundation is well situated to serve all Friends Groups by being a resource for best practices and evolving trends. Specifically the Foundation can build and offer a resource library of relevant documents; collaborate on and deliver webinar and other trainings; and share relevant in-house expertise including fundraising, social media and marketing and fiscal management.

Tracking and Sharing the Impact of Friends Groups

The Foundation identified over 246 organizations that provide philanthropic support to individual national parks. Though not all Friends Groups, this constellation of organizations presents the potential for a significant network of individuals who share the same vision, passions and challenges in working with individual national parks. However only 111 of the 246 responded to the survey, indicating an opportunity for increased communication from the Foundation on its charter-defined mission to support park partners. In an effort to both map and track the impact of local philanthropy, the Foundation could, with the commitment of Friends Groups, track cash, in-kind and volunteer hours contributed to the parks to better demonstrate the collective impact of private philanthropy on national parks. Additionally, the Foundation can leverage in-house marketing and communications tools – GoParks, Facebook, NPF blog and website, Twitter– to publicize Friends Groups success and share additional results with other audiences.

Convening a Community of Practice

Above and beyond being a resource, the Foundation can actively support and grow the leadership of Friends Groups. Currently the Foundation supports the Friend Alliance through occasional meeting planning and providing, when and where appropriate, Foundation resources to navigate "logjams" with NPS and facilitate a stronger NPS and Alliance relationship. Currently the Foundation is working with selected emerging Friends Groups in a year-long pilot program aimed at building their capacity through the creation and support of a community of practice focused on effective governance, resource development and donor/community engagement. Lessons learned will inform the Foundation's support for and be shared with Friends Groups nationally.

SIGNIFICANCE FOR NPS

Online and Regional Trainings

The majority of Friends Groups do not take advantage of the NPS website or trainings; 85% of respondents were either unsure or had not used the NPS partnership website for support and 62% were unsure or had not taken part in NPS training (67% for non-NPS trainings). The seemingly low attendance of Friends groups at NPS-sponsored partner trainings could be for several reasons: poor marketing, inconvenient delivery or NPS-focused sessions. NPS might expand their use of calls, webinars and localized conferences to increase and improve communications. NPS may also evaluate additional strategies for regional and local trainings.

Communication

Though 48% of Friends Groups communicate weekly with park staff, 23% reported that relations with NPS posed a significant organizational obstacle and 26% also reported that NPS support was one of their most critical needs. Additionally a number of voluntary comments concerned the need for partnership training for incoming Superintendents; improved communications from the Office of Partnerships and Philanthropic Stewardship; and ways to creatively solve the perceived regulatory obstacles, or as one respondent wrote “there is a policy that says no to about everything.” Successful private/public partnerships often need a third party that can serve as a convener and translator that identifies the issues and provides the support and possible strategies to proceed successfully. The Foundation is in the unique position where it can convene and serve to facilitate and strengthen communication between NPS and Friends Groups and other partners.

CONCLUSION

Given the growth in the number of non-profit organizations and the tradition of volunteerism in the United States, many Americans interested in environmental, cultural and historical issues have found a way to express their passion and interest by engaging in Friends Groups that support individual national parks. The number of Friends Groups have increased dramatically in the past twenty years and now enter a time of reflection, prioritization and, with the right support, increased effectiveness.

Given current economic challenges, active support by NPS and the potential constriction of federal funding, Friends Groups will become even more important as stewards of our national treasures. The many Friends Groups nationwide form a constellation of like-minded and civically-engaged individuals, who not only value America's natural, historical and cultural treasures but succeed in passing those very values on to the next generation. Through their roles as donors, educators and community and park liaisons, Friends Groups can leverage their collective impact and increase the awareness, access and appreciation of our national treasures for the next 100 years.

NONPROFIT PARK PARTNERS QUESTIONNAIRE

Thank you for participating in the National Park Foundation's questionnaire for friends groups and nonprofit park partners. This process will take approximately 15-20 minutes to complete.

PART I: Organization Information

1. Title of person completing survey

☐ Mr.

☐ Mrs.

☐ Ms.

☐ Dr.

2. Name of person completing the survey _____

3. Position of person completing the survey _____

4. Organization Name _____

5. Street Address _____

6. City _____

7. State _____

8. Zip Code _____

9. Email _____

10. Phone _____

11. Fax _____

12. Website Address _____

13. What NPS unit(s) does the group support? (Please separate unit names with a comma and a space.)

14. Do you have a current agreement with the National Park Service?

☐ Friends Group Agreement

☐ Cooperating Association Agreement

☐ Fundraising Agreement

☐ Cooperative Agreement

☐ Memorandum of Agreement

☐ Letter of project intent

☐ No agreement in place currently

☐ Other _____

15. In what year was your organization founded? _____

16. Is your organization legally recognized as a nonprofit group under the 501(c)(3) provision of the IRS?

- ☐ Yes
☐ No
☐ Unsure
☐ Other _____

PART II: Primary Goals, Programs and Activities

17. What are your organization's primary goals?

18. How are these goals set?

- ☐ Board of Directors and staff
☐ Board of Directors and staff with the National Park Service
☐ Other _____

19. Do you have a 3-5 year strategic plan?

- ☐ Yes
☐ No

20. An annual work plan?

- ☐ Yes
☐ No

21. What are the 4 most important activities or programs that you have been engaged in during the last 2 years?

- | | |
|---|---|
| <input type="checkbox"/> Special events | <input type="checkbox"/> Environmental conservation |
| <input type="checkbox"/> Publicity | <input type="checkbox"/> Youth programs |
| <input type="checkbox"/> Education/interpretation | <input type="checkbox"/> Fundraising |
| <input type="checkbox"/> Land Protection | <input type="checkbox"/> Historic preservation |
| <input type="checkbox"/> Construction projects | <input type="checkbox"/> Volunteer recruitment/management |
| <input type="checkbox"/> Park planning | <input type="checkbox"/> Advocacy |
| <input type="checkbox"/> Research | <input type="checkbox"/> Other _____ |

PART III: Governance, Staff and Volunteers

22. How many paid full-time staff does your organization have?

- | | |
|--------------------------------------|--------------------------------|
| <input type="checkbox"/> 0 | <input type="checkbox"/> 6-10 |
| <input type="checkbox"/> Less than 1 | <input type="checkbox"/> 11-20 |
| <input type="checkbox"/> 1 | <input type="checkbox"/> 20+ |
| <input type="checkbox"/> 2-5 | |

23. What roles do they fill?

- | | |
|---|--|
| <input type="checkbox"/> Executive Director/President | <input type="checkbox"/> Volunteer Coordinator |
| <input type="checkbox"/> Development | <input type="checkbox"/> Administration |
| <input type="checkbox"/> Communications | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Program Manager | |

24. What size is your Board of Directors?

- ☐ 0-5
☐ 6-10
☐ 11-20
☐ 20+

25. How many times per year does your Board meet?

- | | |
|----------------------------|-------------------------------|
| <input type="checkbox"/> 0 | <input type="checkbox"/> 3-4 |
| <input type="checkbox"/> 1 | <input type="checkbox"/> 5-12 |
| <input type="checkbox"/> 2 | <input type="checkbox"/> 12+ |

26. Do you have procedures in place to guide Board recruitment and succession?

- ☐ Yes
☐ No

27. How many volunteers does your organization manage to help support your park?

- | | |
|--------------------------------|----------------------------------|
| <input type="checkbox"/> 0 | <input type="checkbox"/> 51-100 |
| <input type="checkbox"/> 1-20 | <input type="checkbox"/> 101-250 |
| <input type="checkbox"/> 21-50 | <input type="checkbox"/> 250+ |

28. What is the average number of volunteer hours per month generated by your organization for your park?

29. How often does your leadership (President, Executive Director, Board Chair, etc.) communicate with your park superintendent or designated liaison?

- | | |
|----------------------------------|--------------------------------------|
| <input type="checkbox"/> Daily | <input type="checkbox"/> Quarterly |
| <input type="checkbox"/> Weekly | <input type="checkbox"/> Yearly |
| <input type="checkbox"/> Monthly | <input type="checkbox"/> Other _____ |

PART IV: Communications and Technology

30. Does your organization employ database technology to manage constituent information?

- ☐ Yes
☐ No

31. How often is your website updated?

- | | |
|----------------------------------|---|
| <input type="checkbox"/> Daily | <input type="checkbox"/> Quarterly |
| <input type="checkbox"/> Weekly | <input type="checkbox"/> Yearly |
| <input type="checkbox"/> Monthly | <input type="checkbox"/> We do not currently have a website |

32. How often do you employ each of the following types of communication?

	Daily	Weekly	Monthly	Quarterly	Yearly	Other	N/A
Print newsletter							
E-news							
Direct mail solicitation							
E-mail solicitation							
Facebook							
Twitter							
MySpace							
Online blog							
Other							

If you indicated "Other" above, please define:

PART V: Training

33. Has your organization used NPS training resources within the past five years?

- ☐ Yes
☐ No
☐ Unsure

If yes, please list the topic and presenter: _____

34. Has your organization used the NPS Partnerships website to support your work?

- ☐ Yes
☐ No
☐ Unsure

If so, what topics have been most helpful? _____

35. Has your organization used any non-NPS training sessions or online training resources (e.g. APPL Training Corps, etc.) in the past five years?

- ☐ Yes
☐ No
☐ Unsure

If yes, please list the topic and presenter: _____

36. What training topics do you see as most important for your organization?

- | | |
|---|---|
| <input type="checkbox"/> Partnerships and partner relations | <input type="checkbox"/> Advocacy |
| <input type="checkbox"/> Leadership | <input type="checkbox"/> Communications |
| <input type="checkbox"/> Donor management | <input type="checkbox"/> Board development |
| <input type="checkbox"/> NPS policies and procedures | <input type="checkbox"/> Volunteer recruitment and management |
| <input type="checkbox"/> Fundraising | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Online/web | |

37. What types of training is your organization able to take advantage of?

- ☐ Video conferences
- ☐ National gatherings
- ☐ In-person consultation
- ☐ Webinars
- ☐ Regional training

PART VI: Financial

38. What is your operating budget for 2010?

- | | |
|---|--|
| <input type="checkbox"/> \$0-2,500 | <input type="checkbox"/> \$150,001-500,000 |
| <input type="checkbox"/> \$2,501-15,000 | <input type="checkbox"/> \$500,001-1,000,000 |
| <input type="checkbox"/> \$15,001-50,000 | <input type="checkbox"/> \$1,000,000+ |
| <input type="checkbox"/> \$50,001-150,000 | |

39. What was your operating budget for 2009?

- | | |
|---|--|
| <input type="checkbox"/> \$0-2,500 | <input type="checkbox"/> \$150,001-500,000 |
| <input type="checkbox"/> \$2,501-15,000 | <input type="checkbox"/> \$500,001-1,000,000 |
| <input type="checkbox"/> \$15,001-50,000 | <input type="checkbox"/> \$1,000,000+ |
| <input type="checkbox"/> \$50,001-150,000 | |

40. What is the value of the support you have directly provided to your park(s) in the previous year?

	\$0	< \$10,000	\$10,001 – 50,000	\$50,001 – 100,000	\$100,001 – 1,000,000	\$1,000,000+
Cash						
In-kind						

41. Do you have endowments and/or reserve funds?

- ☐ Yes
- ☐ No

42. What are your income sources?

- | | |
|---|--|
| <input type="checkbox"/> Individuals/donors | <input type="checkbox"/> Government |
| <input type="checkbox"/> Memberships | <input type="checkbox"/> Earned income |
| <input type="checkbox"/> Foundations | <input type="checkbox"/> Interest income |
| <input type="checkbox"/> Corporations | <input type="checkbox"/> Other _____ |

43. If you are a membership organization, how many members do you currently have?

- | | |
|------------------------------------|--|
| <input type="checkbox"/> 0 | <input type="checkbox"/> 2,001-5,000 |
| <input type="checkbox"/> 1-100 | <input type="checkbox"/> 5,001-10,000 |
| <input type="checkbox"/> 101-200 | <input type="checkbox"/> 10,001-20,000 |
| <input type="checkbox"/> 201-500 | <input type="checkbox"/> 20,001-50,000 |
| <input type="checkbox"/> 501-2,000 | <input type="checkbox"/> 50,000+ |

44. If you are a fundraising organization, how many individual donors do you currently have?

- | | |
|------------------------------------|--|
| <input type="checkbox"/> 0 | <input type="checkbox"/> 2,001-5,000 |
| <input type="checkbox"/> 1-100 | <input type="checkbox"/> 5,001-10,000 |
| <input type="checkbox"/> 101-200 | <input type="checkbox"/> 10,001-20,000 |
| <input type="checkbox"/> 201-500 | <input type="checkbox"/> 20,001-50,000 |
| <input type="checkbox"/> 501-2,000 | <input type="checkbox"/> 50,000+ |

45. Have you had an audit of your organization's finances in the past 3 years?

- ☐ Yes
☐ No
☐ Unsure

PART VII: Organizational Capacity

46. In your opinion, what are three particular strengths of your organization?

- | | |
|--|---|
| <input type="checkbox"/> Fundraising ability | <input type="checkbox"/> Liaison between park and community |
| <input type="checkbox"/> Park programs | <input type="checkbox"/> Promote and publicize park |
| <input type="checkbox"/> Communications | <input type="checkbox"/> Advocacy |
| <input type="checkbox"/> Board involvement | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Special events | |

If you were unable to represent any of your three strengths above, please list them here:

47. What are your three most significant organizational obstacles?

- | | |
|---|--|
| <input type="checkbox"/> Relations with NPS | <input type="checkbox"/> Attracting volunteers |
| <input type="checkbox"/> Strategic planning | <input type="checkbox"/> Legal support |
| <input type="checkbox"/> Recruiting Board members | <input type="checkbox"/> Technological support |
| <input type="checkbox"/> Office space | <input type="checkbox"/> Other |
| <input type="checkbox"/> Raising money | |

If you were unable to represent any of your three most significant obstacles above, please list them here:

48. What are your most critical program needs?

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> Funding | <input type="checkbox"/> Community / National partners |
| <input type="checkbox"/> Volunteers | <input type="checkbox"/> Staff time |
| <input type="checkbox"/> NPS support | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Materials | |

If you were unable to represent any of your most critical program needs above, please list them here:

49. What key challenges face your park in the future?

- | | |
|--|---|
| <input type="checkbox"/> Sprawl | <input type="checkbox"/> Visitor increases |
| <input type="checkbox"/> Budget cuts | <input type="checkbox"/> Growth around park |
| <input type="checkbox"/> Local economy | <input type="checkbox"/> Resource development (mining, timber, energy) near your park |
| <input type="checkbox"/> Visitor declines | <input type="checkbox"/> Zoning policies |
| <input type="checkbox"/> Urban abandonment | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> NPS policies and procedures | |

50. How often does your organization collaborate with or conduct joint projects with each of the following types of organizations? (Please mark all that apply)

	Often	Sometimes	Never	N/A
Cooperating associations				
Local businesses				
Local civic groups				
Local government (city and country)				
Local or national environmental organizations				
Other NPS nonprofit partners or friends groups				
Park concessions				
Other				

If you indicated "Other" above, please define:

51. Would a set of standards and practices established by the park nonprofit community help your organization?

- ☐ Yes
☐ No

52. Of the following types of assistance, which four would you most likely use to sustain and grow your organization?

- | | |
|--|---|
| <input type="checkbox"/> Online training | <input type="checkbox"/> Office equipment |
| <input type="checkbox"/> Technical/computer hardware or software | <input type="checkbox"/> Personal coaching/mentoring |
| <input type="checkbox"/> Publications support | <input type="checkbox"/> Additional funding (grants, loans, etc.) |
| <input type="checkbox"/> Fundraising training | <input type="checkbox"/> Legal assistance |
| <input type="checkbox"/> Leadership training | <input type="checkbox"/> Other |

53. With additional assistance, what goals would you look to accomplish first?

54. Would you consider sharing staff with an allied organization?

- ☐ Yes
☐ No
☐ Maybe, depending on circumstances

55. Would you be willing to provide assistance (such as information sharing and advice) to other nonprofit park partners?

- ☐ Yes, likely
☐ No, unlikely
☐ Not sure

Final Question!

Please share any additional ideas or thoughts about your organization and its needs:

THANK YOU!

On behalf of the National Park Foundation, thank you for completing our friends group and nonprofit park partners questionnaire.

In the coming months, the Foundation intends to develop a strategic, multiyear plan to support organizations like yours and, as appropriate, foster the growth of new groups. Your answers will ensure that we develop a fact-based, impactful plan.

Once all the data is in, we look forward to sharing the results with you using the contact information you just provided. If you have any questions, please do not hesitate to contact me at dpuskar@nationalparks.org.

Again, our sincere thanks, and I look forward to working with you.

Warm regards,

Dan Puskar
Director, Partnerships and Government Relations

Please Complete and Submit To:

National Park Foundation
c/o Kate Truesdell
1201 Eye St., NW
Washington, D.C. 20005

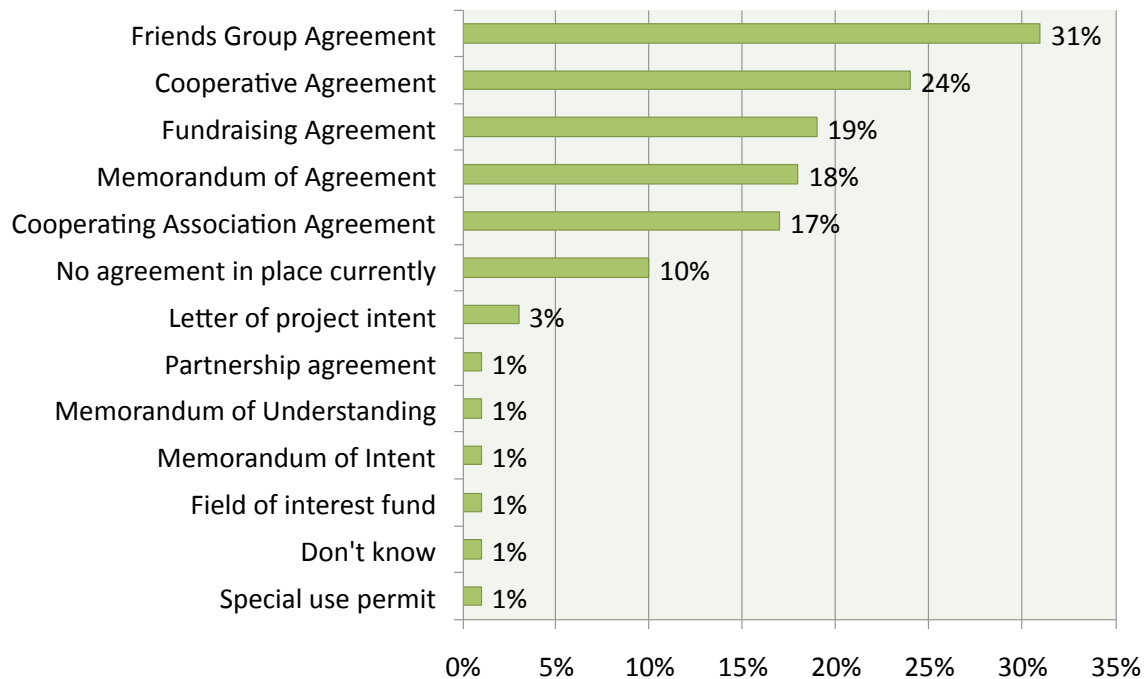
SURVEY RESPONDENTS

Acadia Partners for Science and Learning
Assateague Island Alliance
Bent's Old Fort Historical Association
Big Thicket Association
Blue Ridge Parkway Foundation
Boston Harbor Island Alliance
Buffalo National River Partners
C&O Canal Trust
Cabrillo National Monument Foundation
Carver Birthplace Association
Cuyahoga Valley National Park Association
Death Valley Conservancy
Denali Foundation
Discover Your Northwest
Essex National Heritage Commission
Eugene O'Neill Foundation, Tao House
F. W. Vanderbilt Garden Association Inc.
Fire Island Lighthouse Preservation Society Inc.
First Flight Foundation
Ford's Theatre Society
Fort Mason Foundation
Fort Vancouver National Trust
Friends of Andersonville
Friends of Apostle Islands National Lakeshore
Friends of Bandelier
Friends of Big Bend National Park
Friends of Booker T. Washington National Park
Friends of Casa Grande Ruins
Friends of Chickamauga and Chattanooga National Military Park
Friends of DeSoto NM, Inc.
Friends of Fairsted
Friends of Fire Island National Seashore
Friends of Flight 93 National Memorial
Friends of Fort Davis NHS
Friends of Fort McHenry
Friends of Historic Great Falls Tavern
Friends of Horseshoe Bend
Friends of Hubbell Trading Post National Historic Site

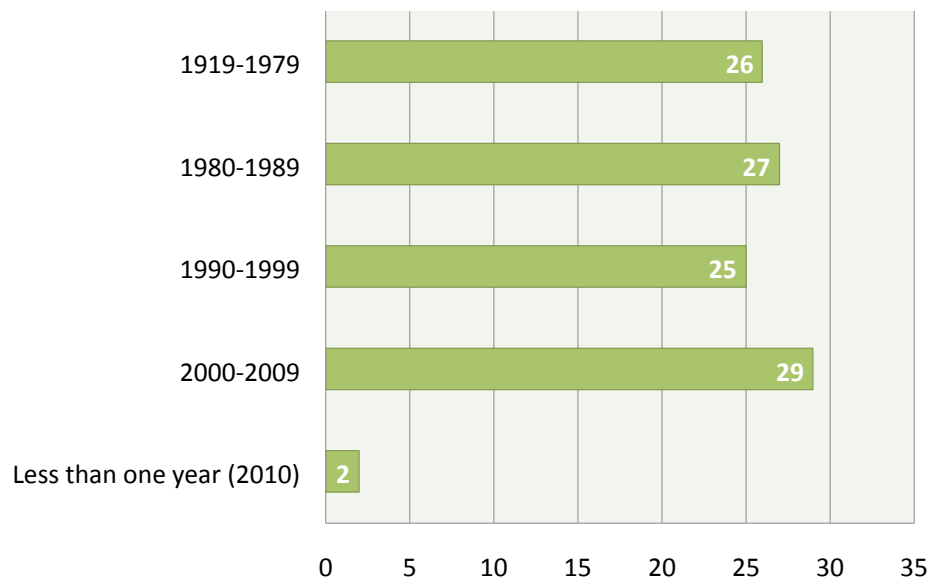
Friends of Independence National Historical Park
Friends of Indiana Dunes
Friends of Johnstown Flood National Memorial
Friends of LBJ National Historical Park
Friends of Mammoth Cave National Park, Inc.
Friends of Minidoka
Friends of Moccasin Bend National Park
Friends of Pecos National Historical Park
Friends of Peirce Mill
Friends of Pt. Chicago National Memorial
Friends of Saguaro National Park
Friends of San Francisco Maritime Museum Library
Friends of Shiloh
Friends of Sleeping Bear Dunes
Friends of Springfield Armory Museum
Friends of the Blue Ridge Parkway, Inc.
Friends of the Cape Cod National Seashore
Friends of the Dunes
Friends of the Fort Donelson Campaign
Friends of the Longfellow House
Friends of the William Howard Taft Birthplace
Friends of Thomas Edison National Historical Park
Friends of Tumacacori National Historic Park
Friends of Virgin Islands National Park
Friends of Watch Hill
Friends of Women's Rights National Historical Park
Gettysburg Foundation
Glacier National Park Fund
Golden Gate National Parks Conservancy
Golden Spike Association
Grand Canyon Association
Grand Teton National Park Foundation
Grant Kohrs Ranch Foundation
Honoring Eleanor Roosevelt: A Project to Preserve Her Val-Kill Home
Ice Age Trail Alliance

Isle Royale and Keweenaw Parks Association
Kansas Park Trust
Lackawanna and Wyoming Valley Chapter National Rail Historical Society
Manitou Island Memorial Society
Mesa Verde Foundation
Michigan Technological University
Mississippi River Fund
Mississippi River Trail, Inc.
Mount Rushmore National Memorial Society
National Aviation Heritage Alliance
National Parks of Lake Superior Foundation
National Parks of New York Harbor Conservancy
Nature Bridge (Yosemite Institute)
North Cascades Institute
North Country Trail Association
Preserve Historic Sleeping Bear
Richmond Battlefields Association
Riverway Fund of the St. Croix Valley Foundation
Rocky Mountain Nature Association
Saint-Gaudens Memorial
Santa Fe Trail Association
Santa Monica Mountains Fund
Save Historic Arlington House
Sequoia Natural History Association
Sequoia Parks Foundation
Shenandoah National Park Trust
South Florida National Parks Trust
The Perry Group
The Sandy Hook Foundation
Theodore Roosevelt Association
Timucuan Trail Parks Foundation
Voyageurs National Park Association
Walpack Historical Society
Washington's National Park Fund
Wolf Trap Foundation for the Performing Arts
Yellowstone Park Foundation
Yosemite Institute/ Yosemite Wilderness
Zion Natural History Association

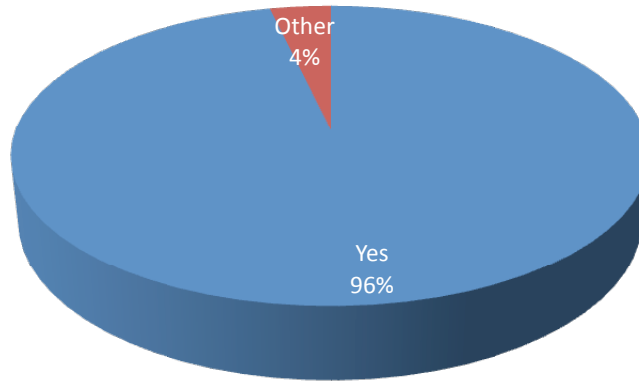
14. Do you have a current agreement with the National Park Service? (n=111)



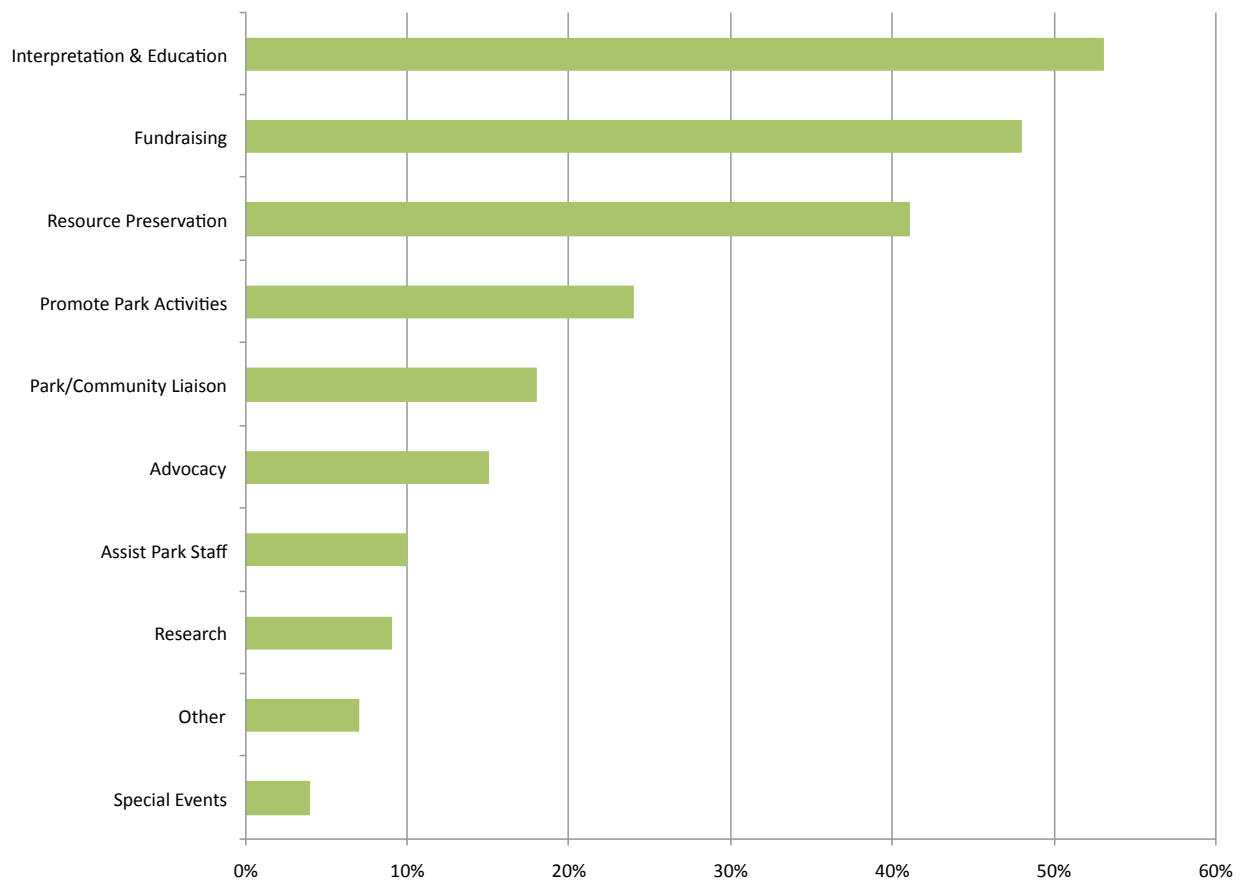
15. In what year was your organization founded? (n=111)



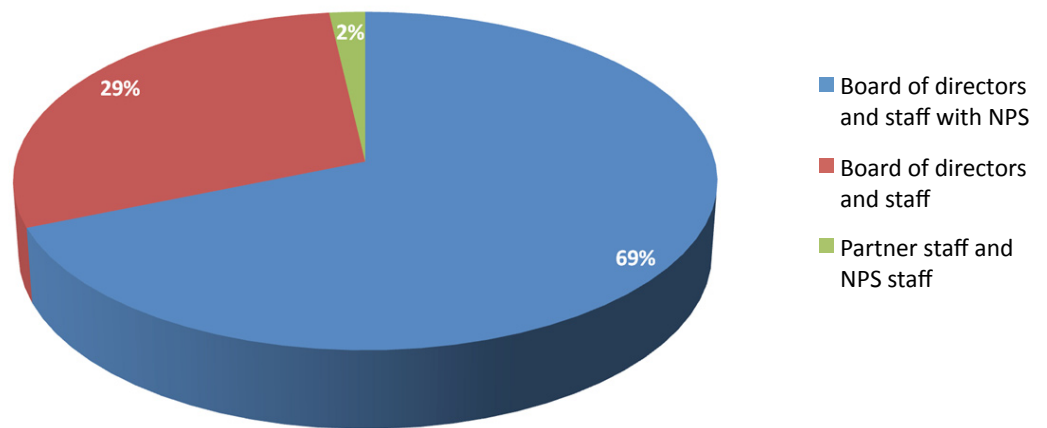
16. Is your organization legally recognized under the 501(c)(3) provision of the IRS? (n=111)



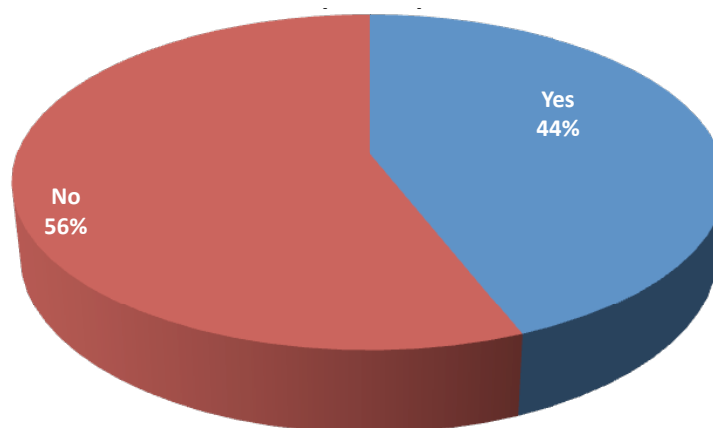
17. What are your organization's primary goals? (n=104) Multiple Answers Permitted



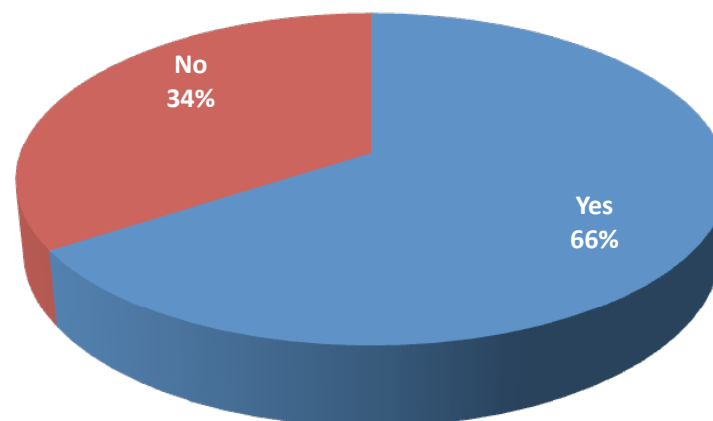
18. How are primary goals set? (n=109)



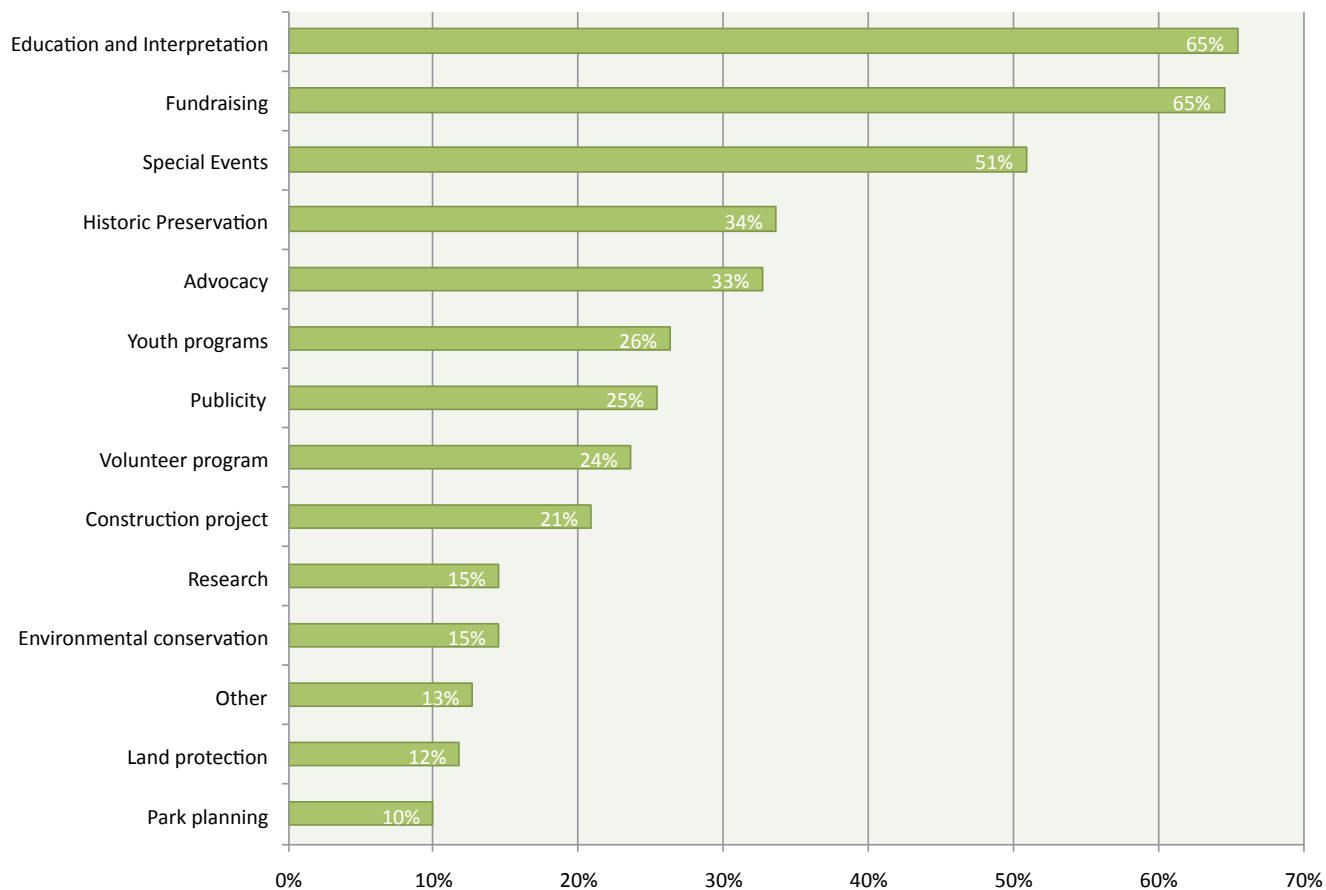
19. Do you have a 3-5 year strategic plan? (n=109)



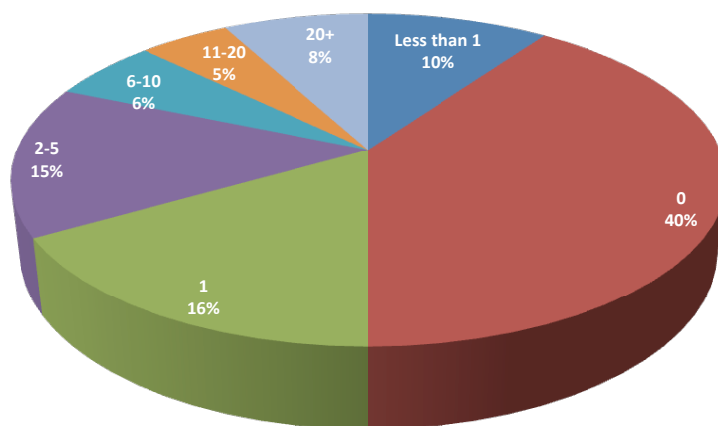
20. Do you have an annual work plan? (n=108)



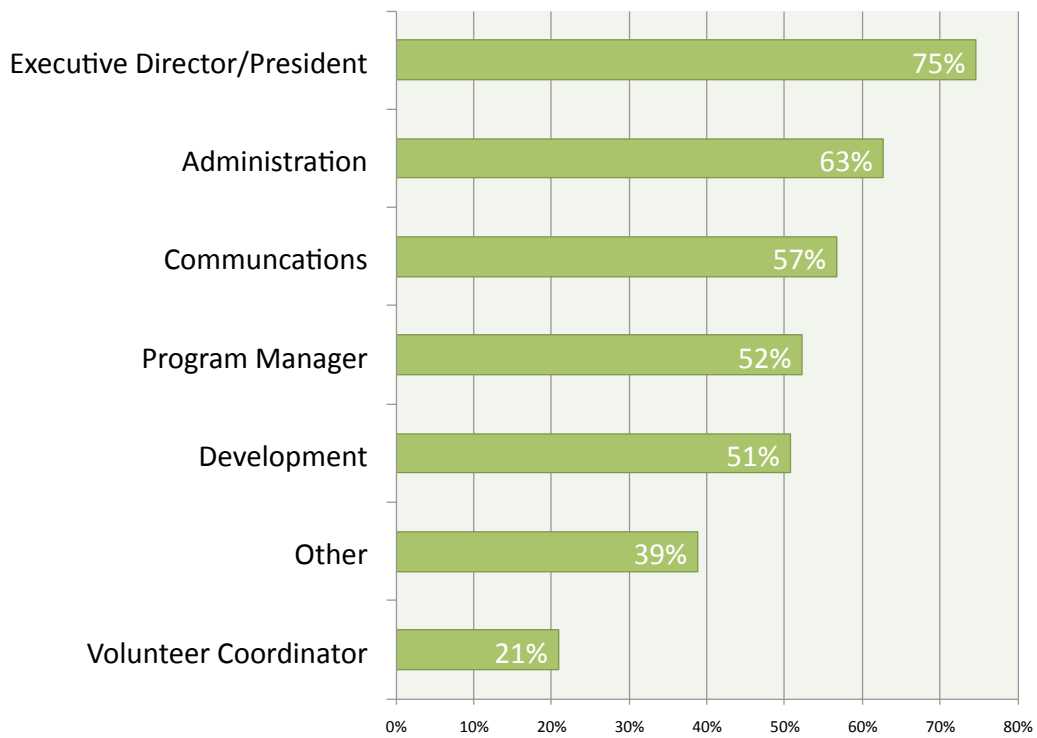
21. What are the 4 most important activities or programs that you have been engaged in during the last 2 years? (n=110)



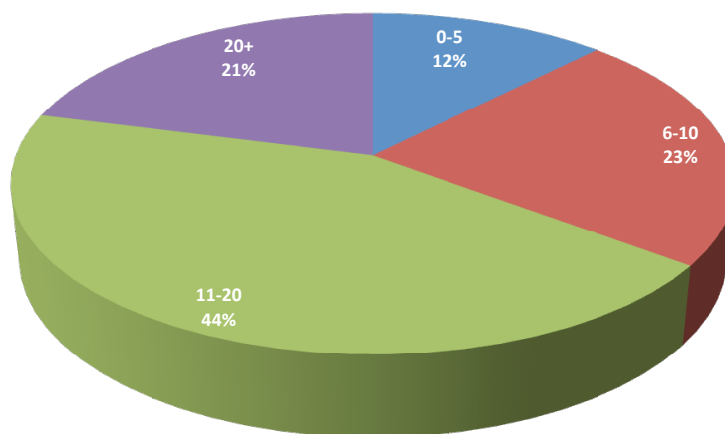
22. How many paid full-time staff does your organization have? (n=102)



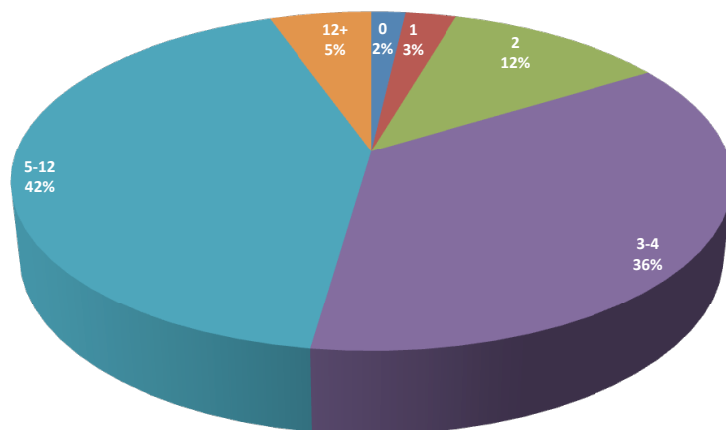
23. What roles do they fill? (n=67)



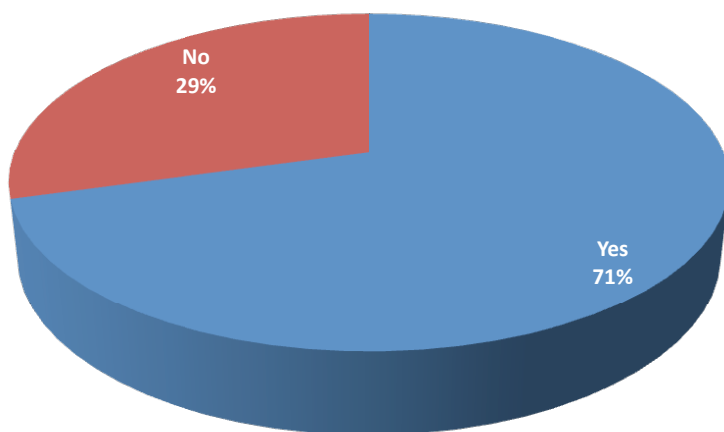
24. What size is your Board of Directors? (n=105)



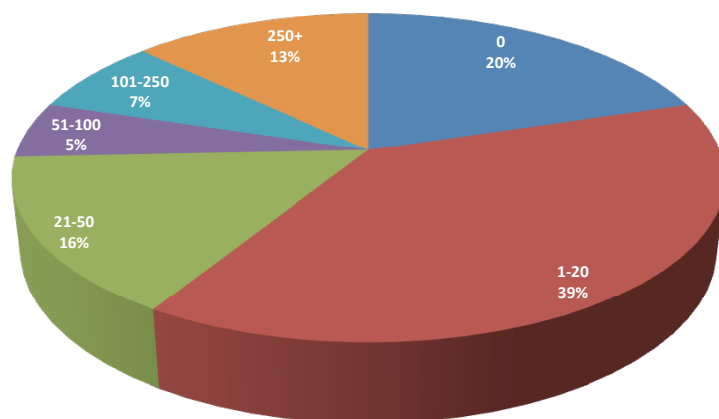
25. How many times per year does your Board meet? (n=111)



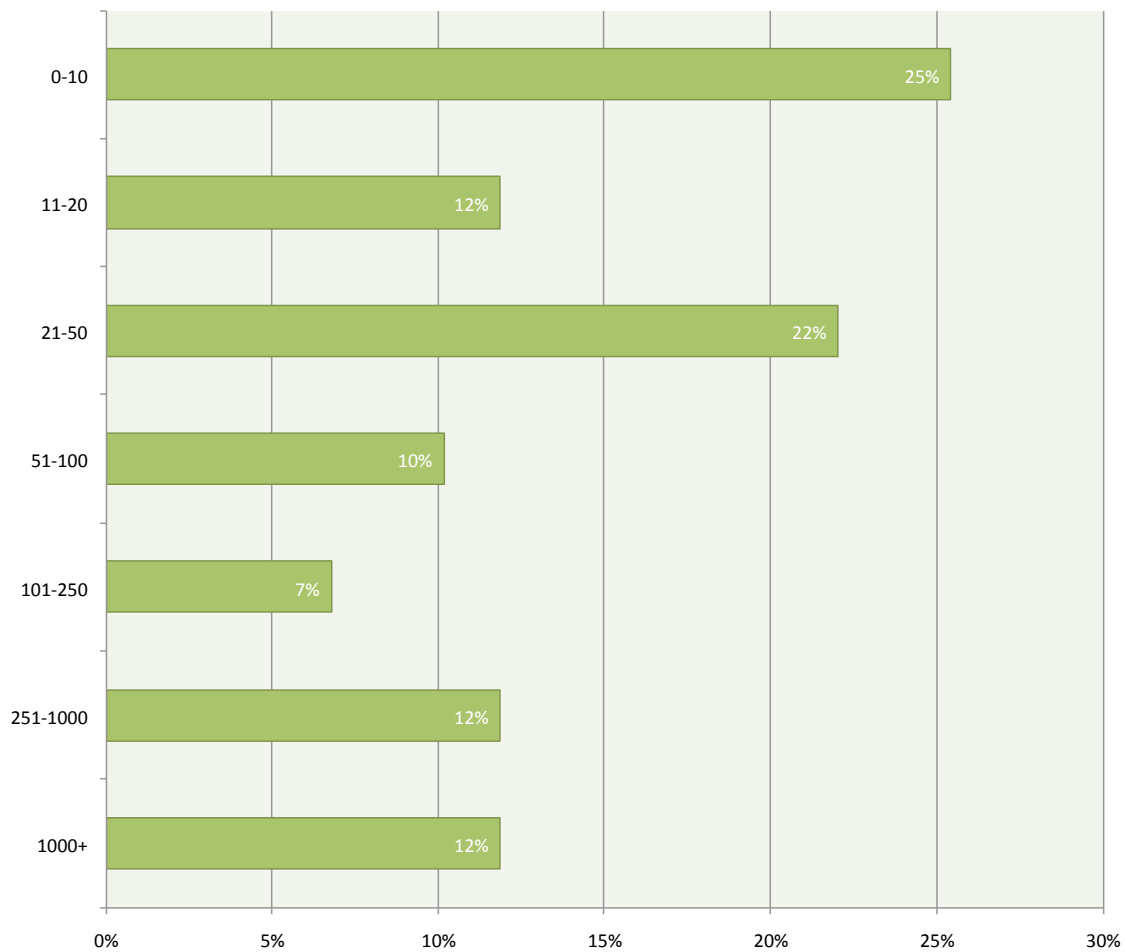
26. Do you have procedures in place to guide board recruitment and succession? (n=109)



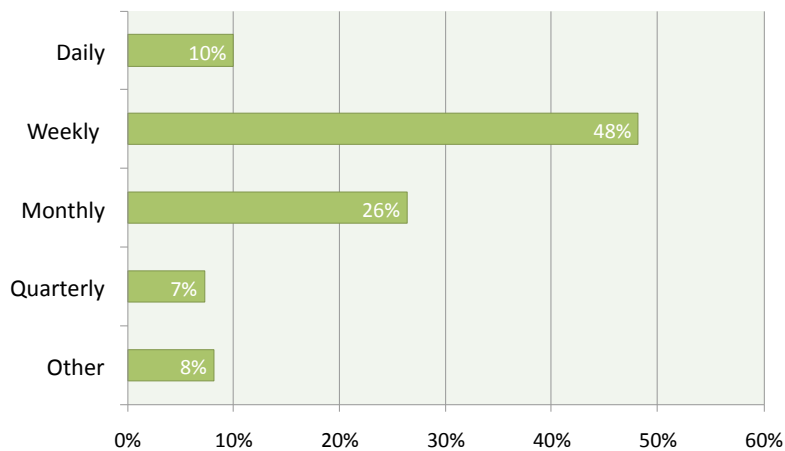
27. How many volunteers does your organization manage to help support your park? (n=109)



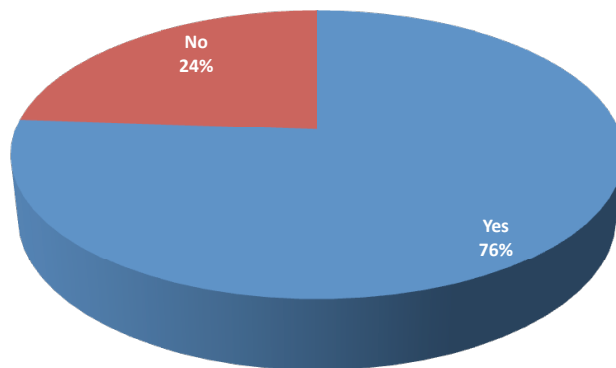
28. What is the average number of volunteer hours per month generated by your organization for your park? (n=59)



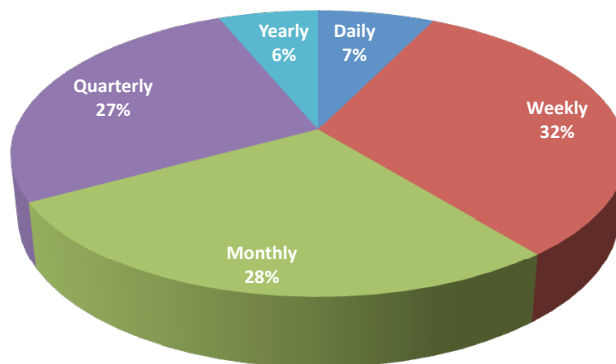
29. How often does your leadership (President, Executive Director, Board Chair, etc.) communicate with your park superintendent or designated liaison? (n=110)



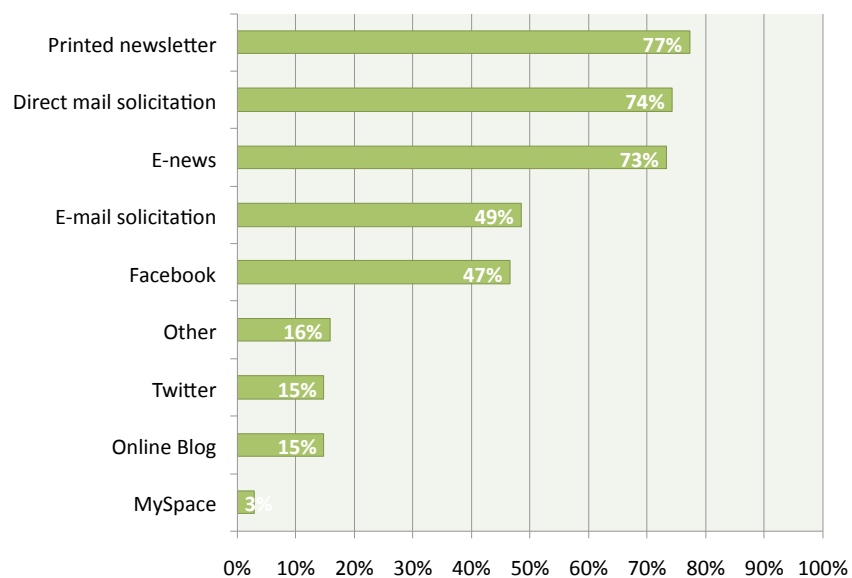
30. Does your organization employ database technology to manage constituent information? (n=109)



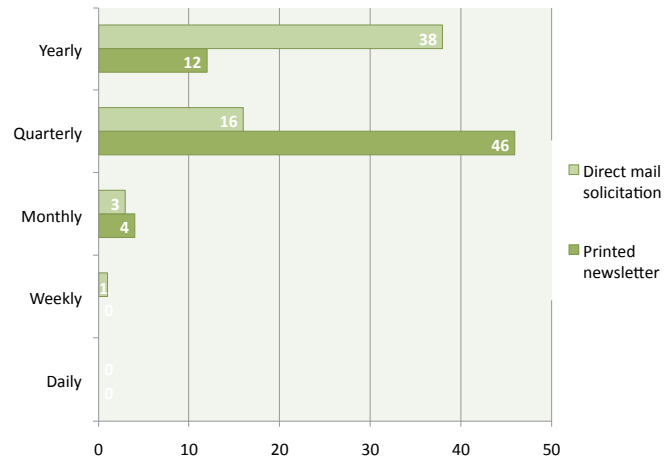
31. How often is your website updated? (n=97)



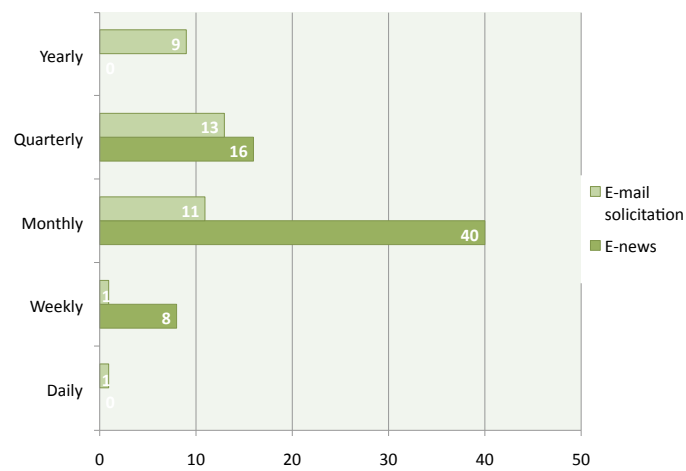
32a. Types of communications employed. (n=106)



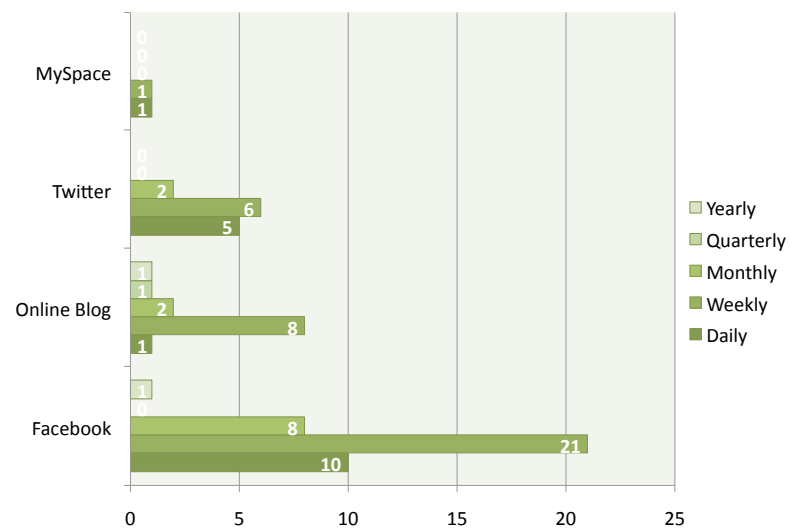
32b. Print Communications



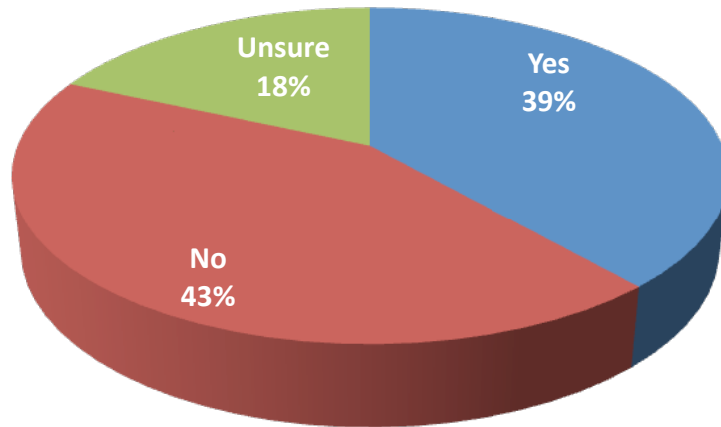
32c. Electronic Communications



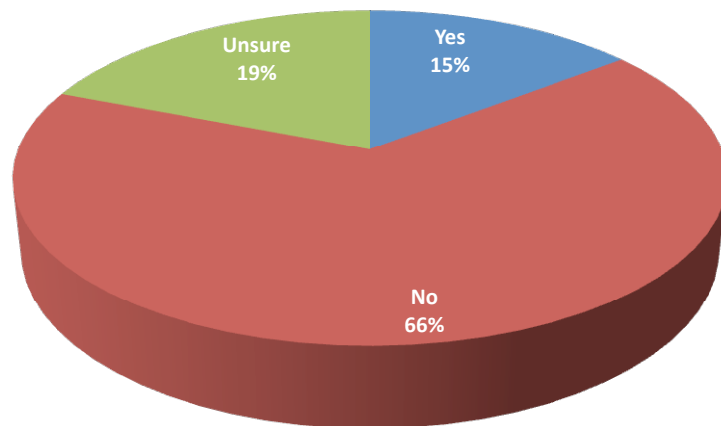
32d. Social Media



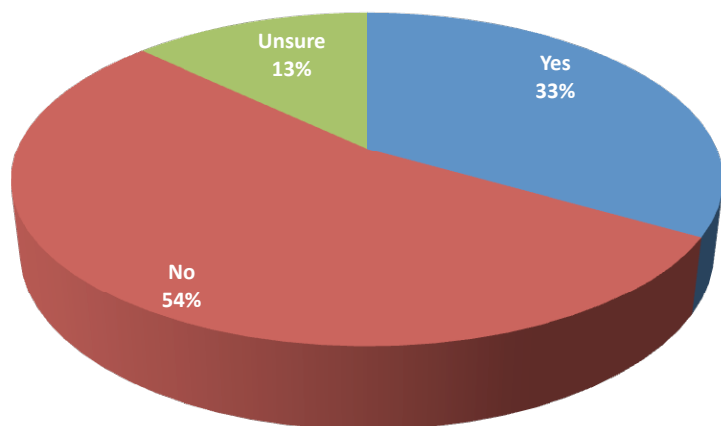
33. Has your organization used NPS training resources within the past five years? (n=109)



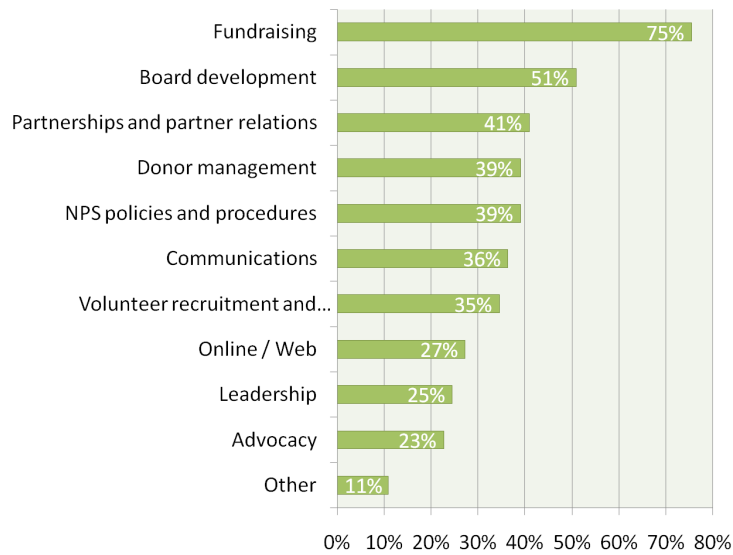
34. Has your organization used the NPS Partnerships website to support your work? (n=110)



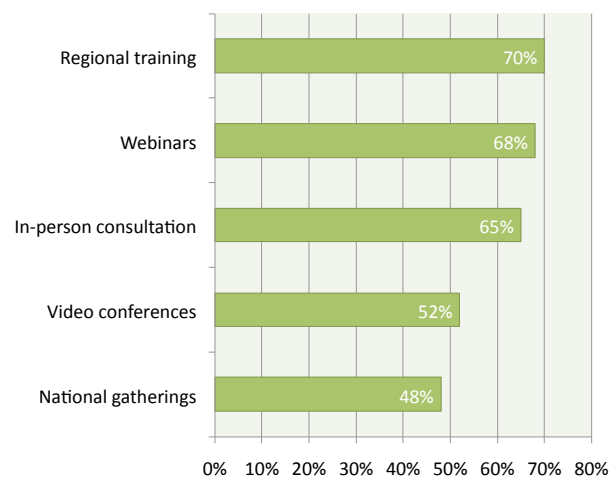
35. Has your organization used any non-NPS training sessions or resources (e.g. APPL Training Corps) in the past five years? (n=108)



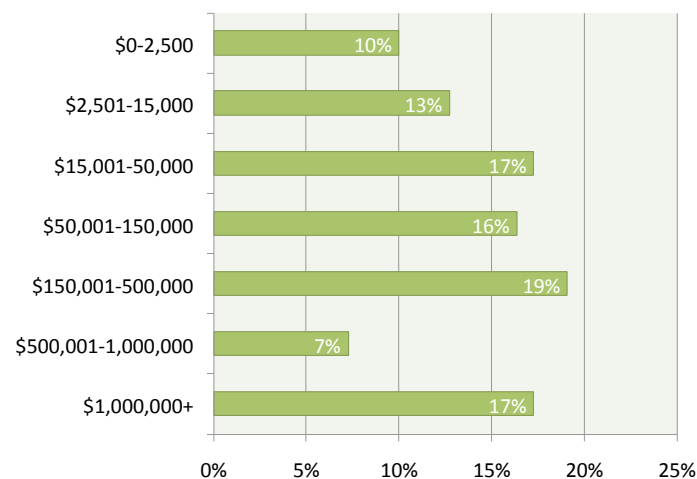
36. What training topics do you see as most important for your organization? (n=110)



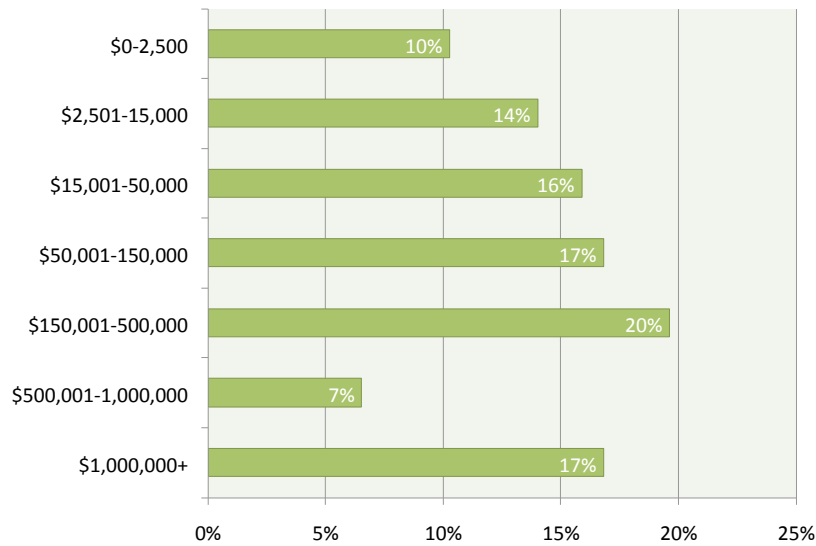
37. What types of training is your organization able to take advantage of? (n=100) Multiple answers permitted



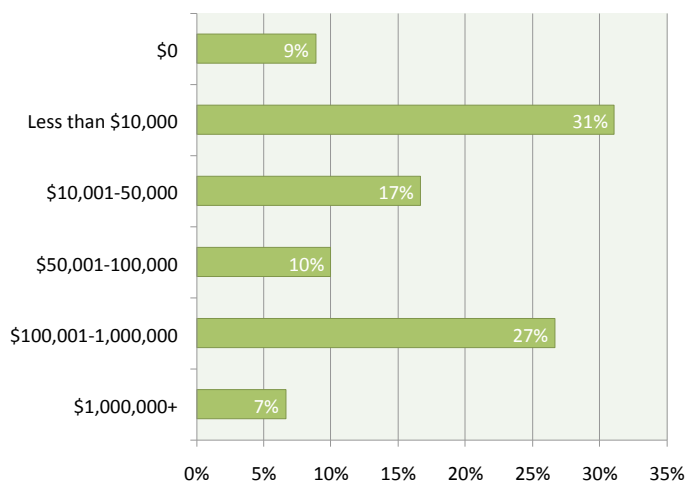
38. What is your operating budget for 2010? (n=110)



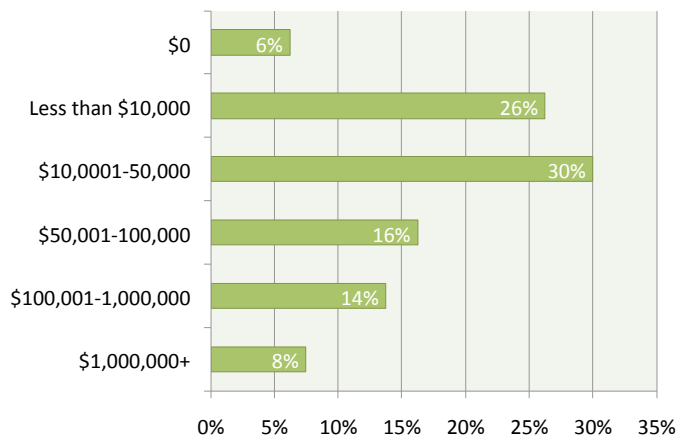
39. What was your operating budget for 2009?(n=107)



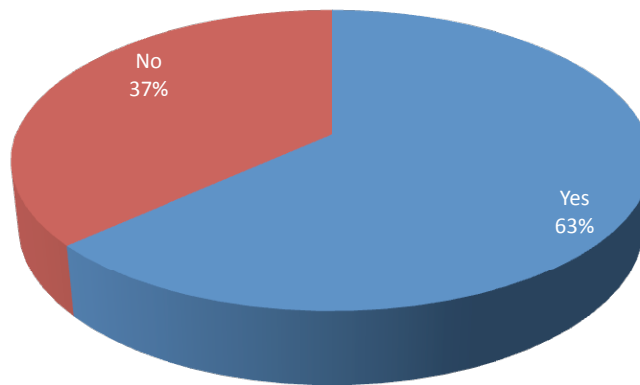
40a. What is the value of the cash support you have directly provided to your park(s) in the previous year? (n=90)



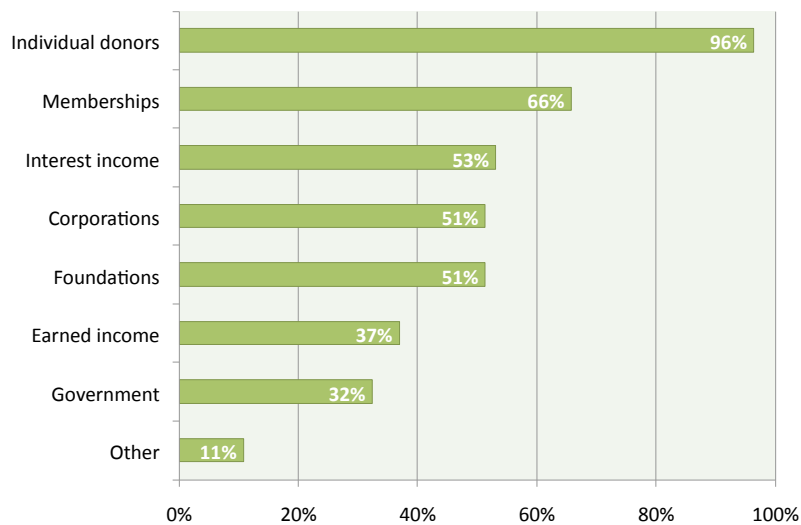
40b. What is the value of the in-kind support you have directly provided to your park(s) in the previous year? (n=80)



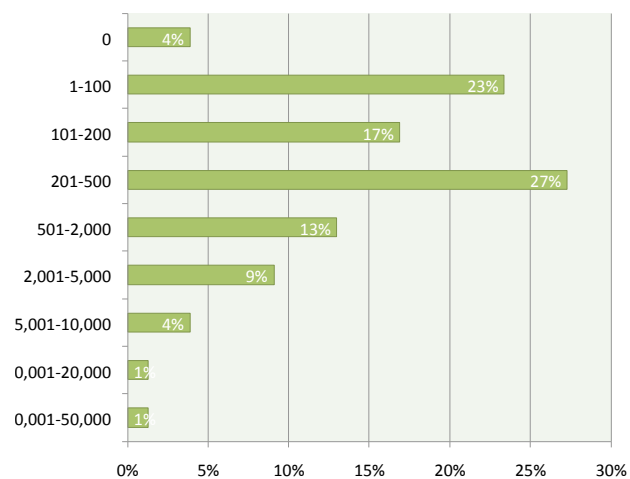
41. Do you have endowments and/or reserve funds? (n=109)



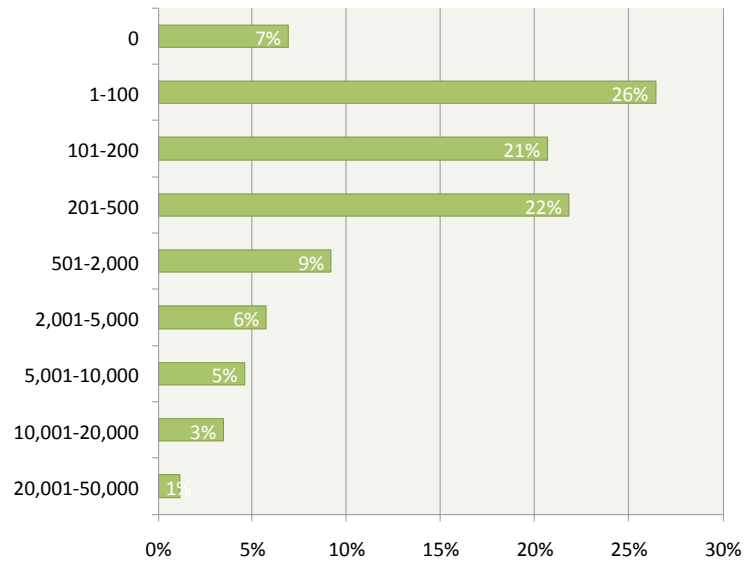
42. What are your income sources? (n=111) Multiple answers permitted



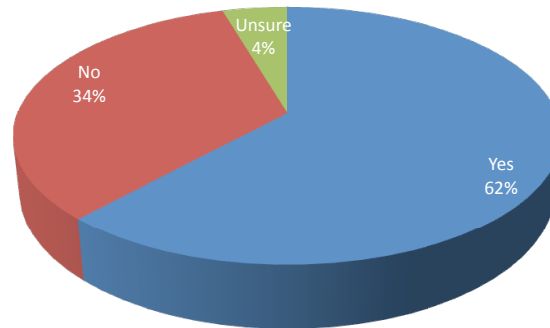
43. If you are a membership organization, how many members do you currently have? (n=77)



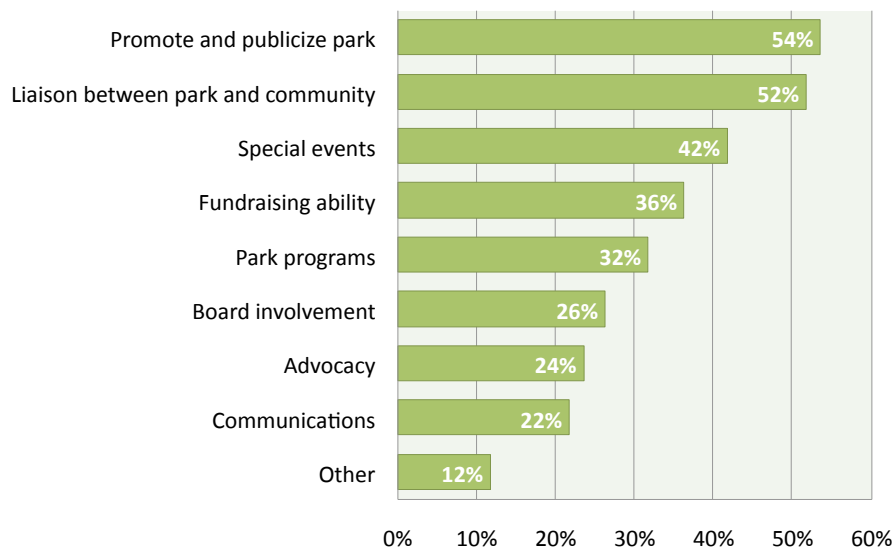
44. If you are a fundraising organization, how many individual donors do you currently have? (n=87)



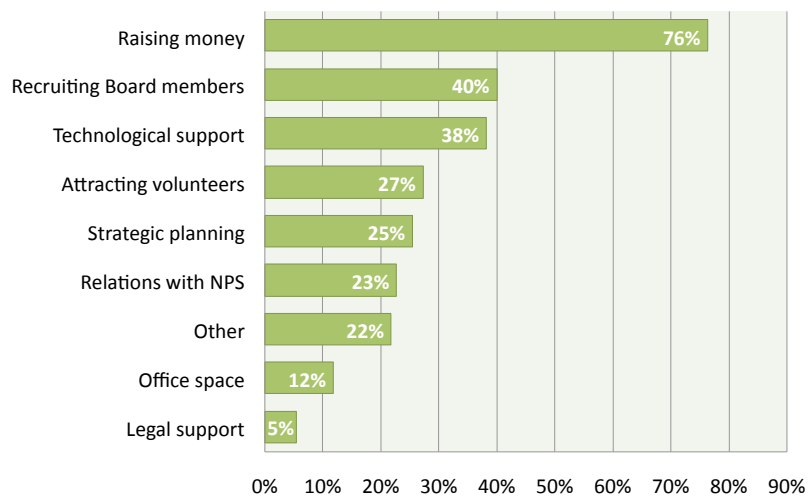
45. Have you had an audit of your organization's finances in the past 3 years? (n=110)



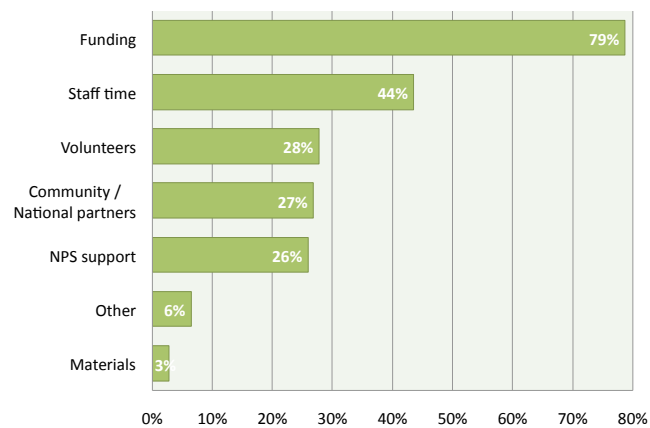
46. In your opinion, what are three particular strengths of your organization? (n=110)
Multiple answers permitted



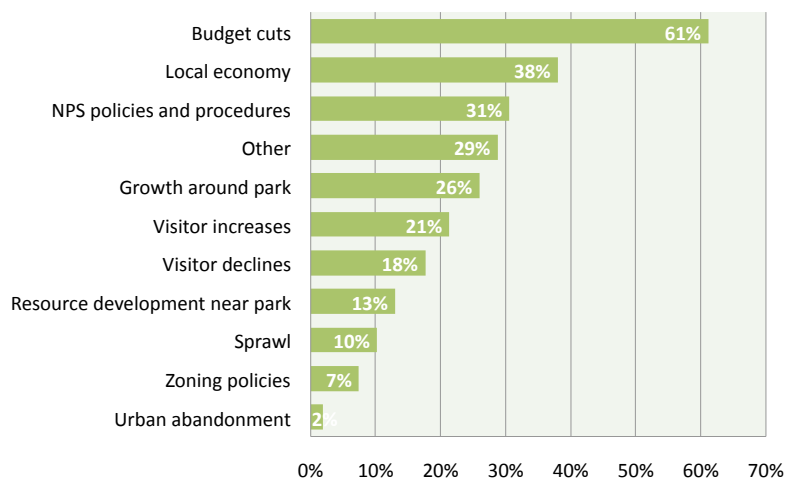
47. What are your three most significant organizational obstacles? (n=110)
Multiple answers permitted



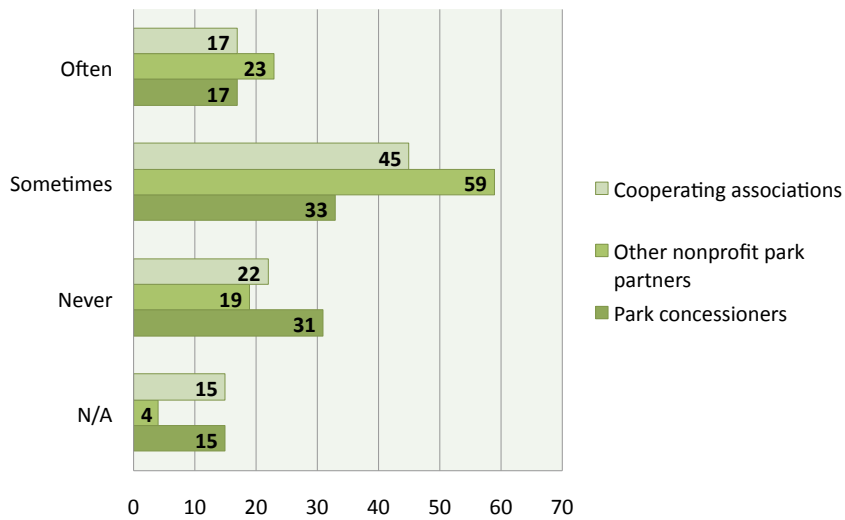
48. What are your most critical program needs? (n=108)
Multiple answers permitted



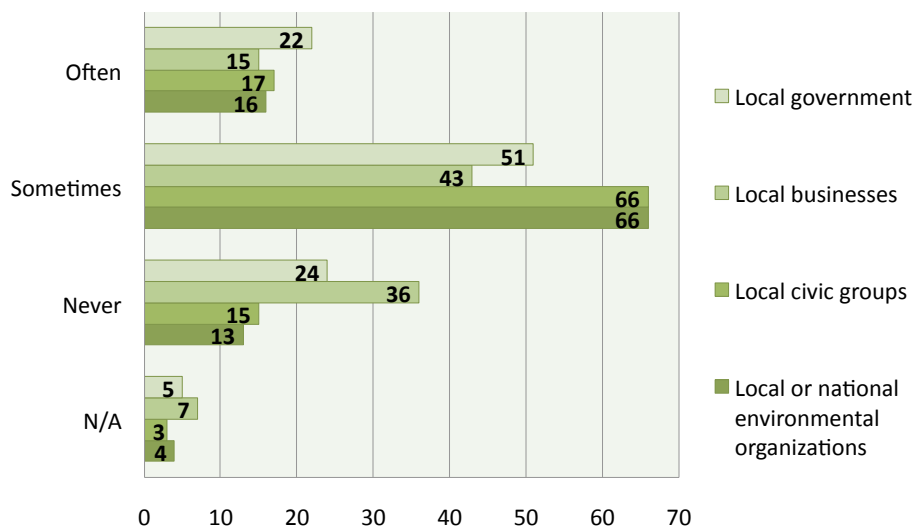
49. What key challenges face your park in the future? (n=108)
Multiple answers permitted



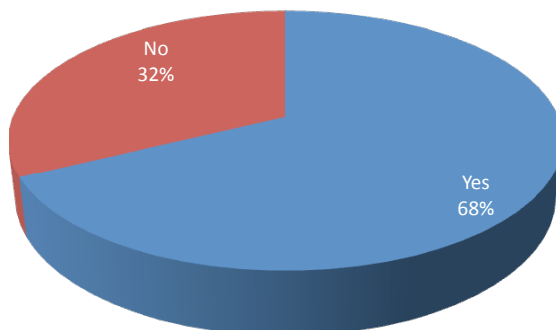
50a. How often does your organization collaborate with or conduct joint projects with these park partners?
(n=108) Multiple answers permitted



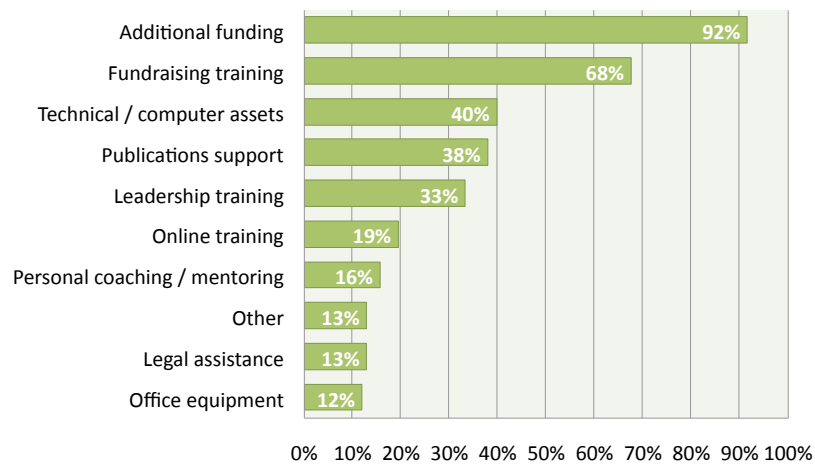
50b. How often does your organization collaborate with or conduct joint projects with these local and national entities? (n=108) Multiple answers permitted



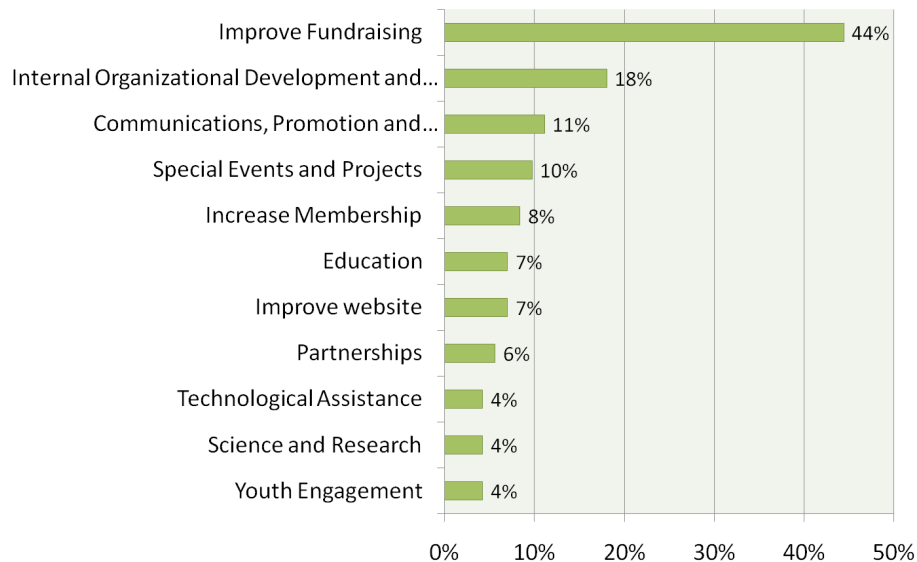
51. Would a set of standards and practices established by the park nonprofit community help your organization? (n=102)



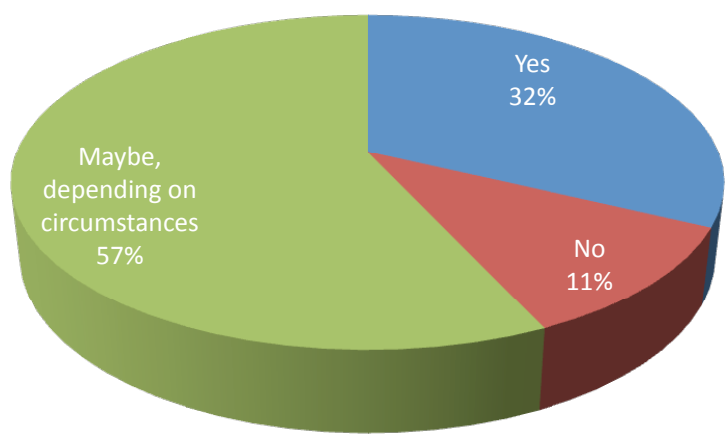
52. Of the following types of assistance, which four would your most likely use to sustain and grow your organization? (n=108) Multiple answers permitted



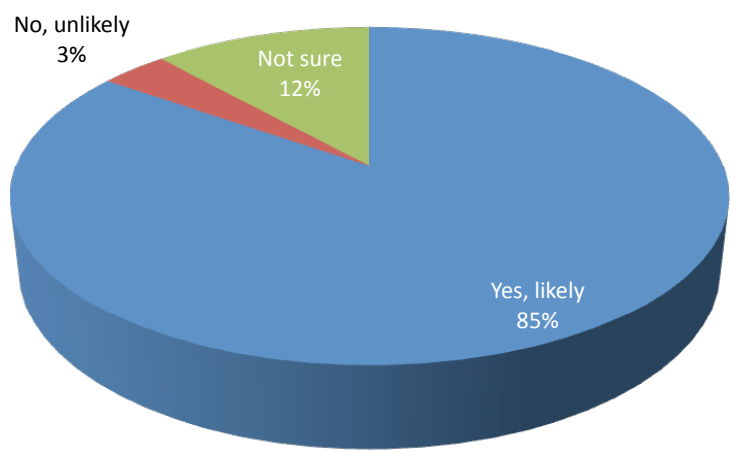
53. Top Goals to Accomplish With Additional Resources (n=72)



54. Would you consider sharing staff with an allied organization? (n=109)



Would you be willing to provide assistance (such as information sharing and advice) to other nonprofit park partners? (n=111)

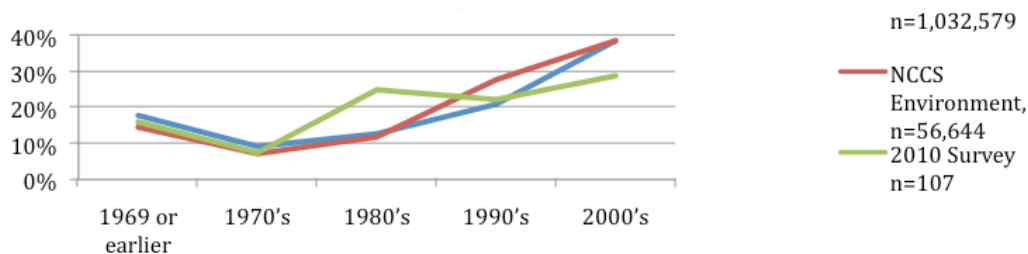


ADDITIONAL CHARTS INCLUDING COMPARISON AND CROSS-TABULATED CHARTS

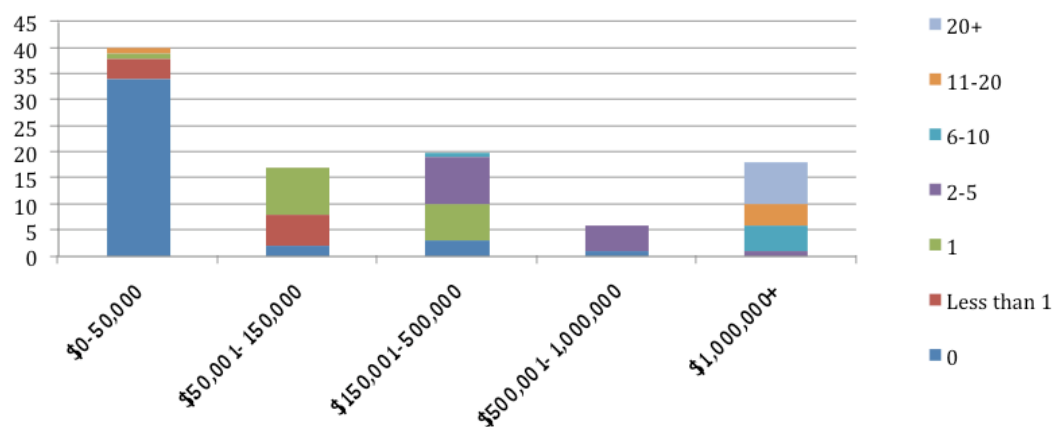
Registered Nonprofit Organizations by IRS Ruling Date
BMF 11/2010, 2010, Nov. data for: Broad NTEE Category "Environment"

Date	Number of Registered Organizations		Number of Organizations Filing Form 990 *		Total Revenue Reported on Form 990 *		Assets Reported on Form 990 *	
a. Pre-1950s	1,004	1.7%	689	1.8%	2,274,299,165	15.2%	7,476,127,450	18.6%
b. 1950s	5,273	8.9%	786	2.0%	1,095,534,876	7.3%	2,620,465,839	6.5%
c. 1960s	1,956	3.3%	1,555	4.0%	1,163,671,696	7.8%	3,805,056,833	9.5%
d. 1970s	4,090	6.9%	3,266	8.4%	1,940,451,362	13.0%	6,110,650,198	15.2%
e. 1980s	6,509	11.0%	4,854	12.5%	2,677,704,411	17.9%	6,328,380,186	15.8%
f. 1990s	15,383	26.0%	9,338	24.1%	3,164,817,840	21.1%	8,095,613,248	20.2%
g. 2000s	21,987	37.2%	17,298	44.6%	2,436,384,690	16.3%	5,458,847,139	13.6%
Unknown	2,974	5.0%	1,019	2.6%	214,377,405	1.4%	253,787,510	0.6%
Total	59,176	100.0%	38,805	100.0%	14,967,241,445	100.0%	40,148,928,403	100.0%

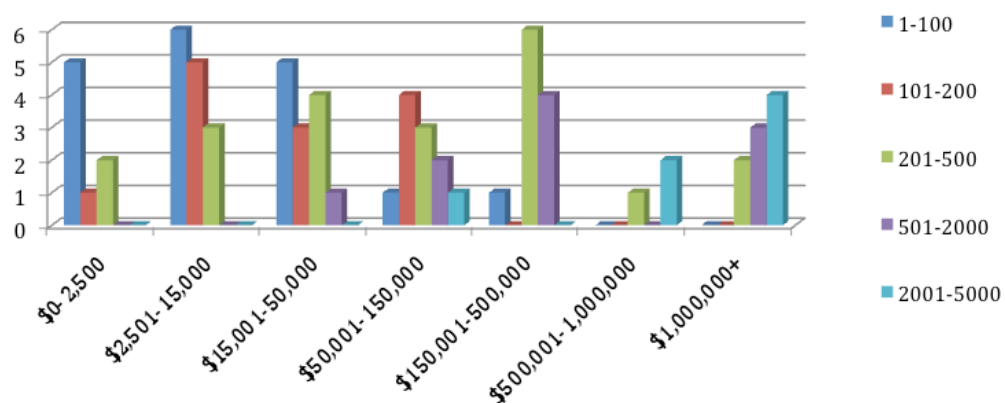
Percentage Growth of Registered All Non-Profits, Environmental and Friends Groups by Decade



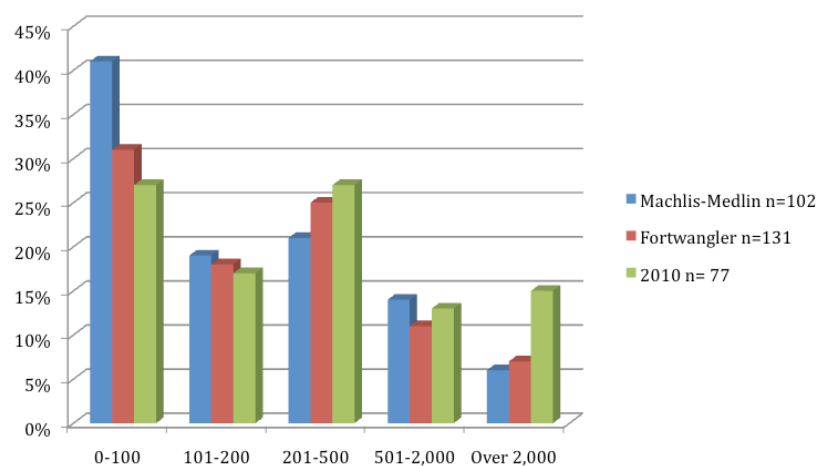
Staff Sizes by 2010 Operating Budget (n=101)



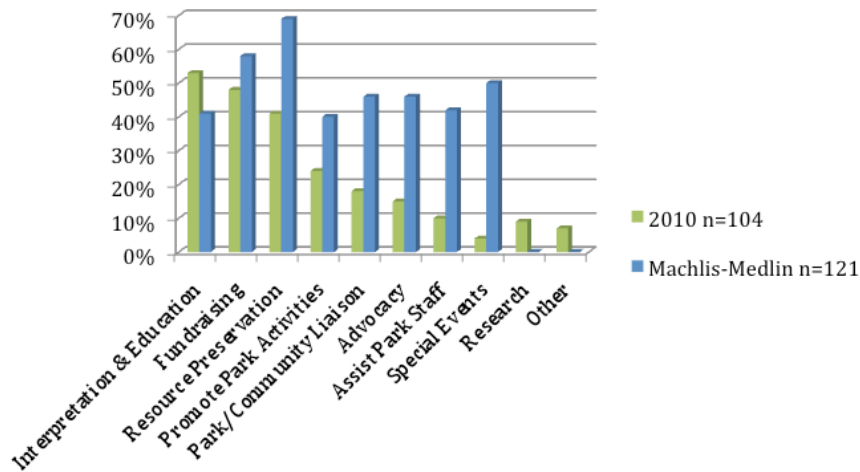
Memberships by 2010 Operating Budget (n=72)



Comparison of Friends Group Membership

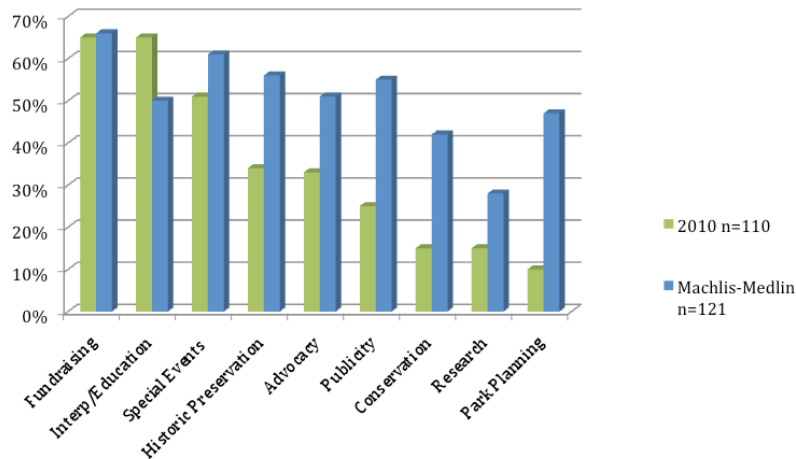


Comparison of Primary Goals

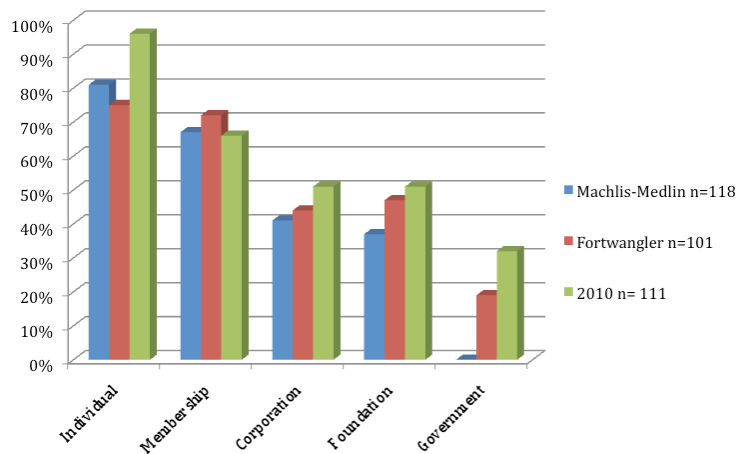


Comparison of Current Activities

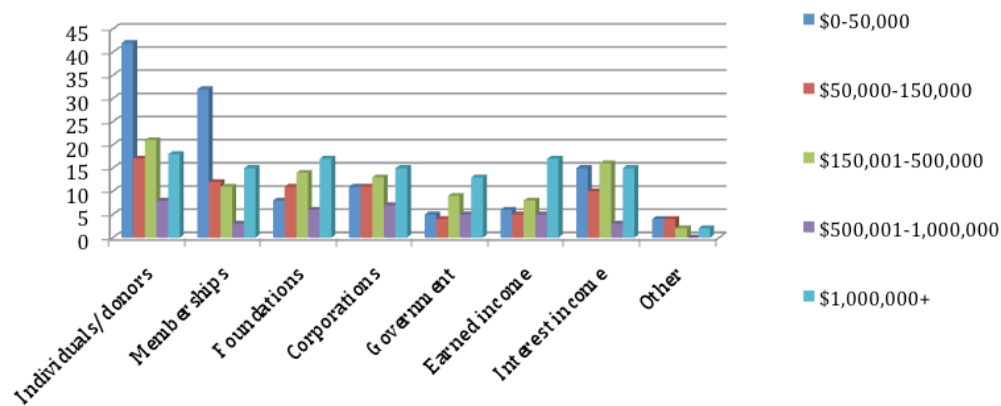
Multiple/Other Answers Permitted & Categorized



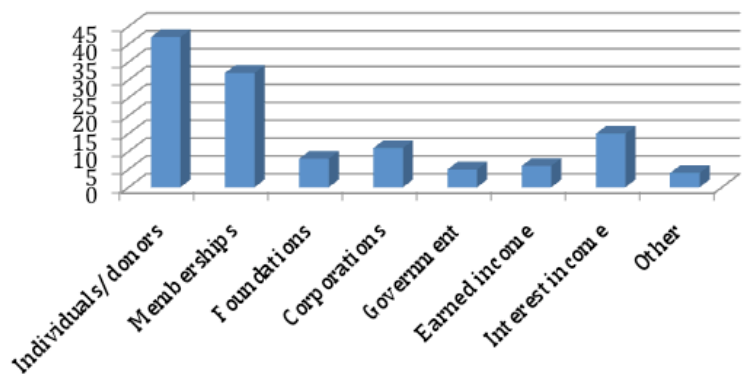
Comparison of Friends Group Revenue



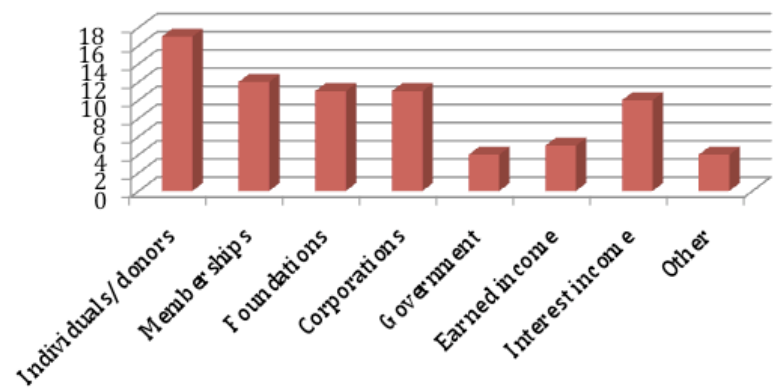
Income Sources by 2010 Budget



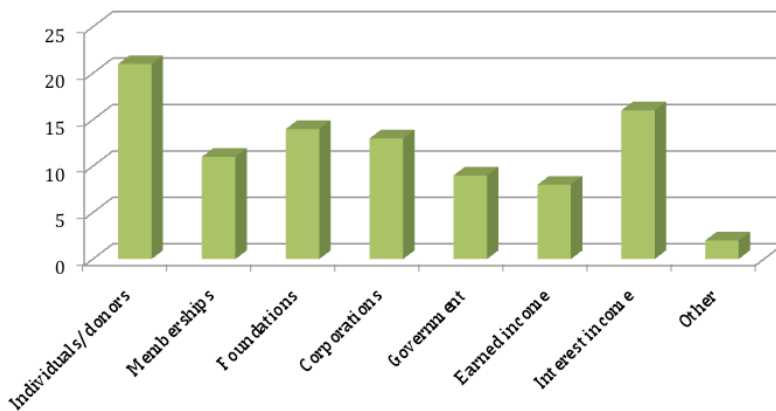
Income Sources for 2010 Budget of \$0-50,000



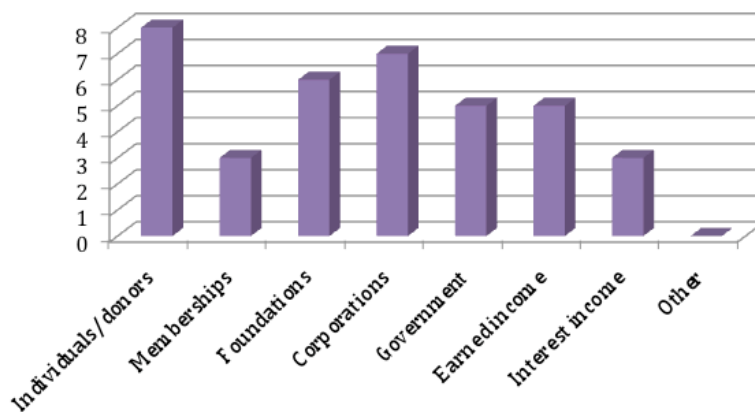
Income Sources for 2010 Budget of \$50,000-150,000



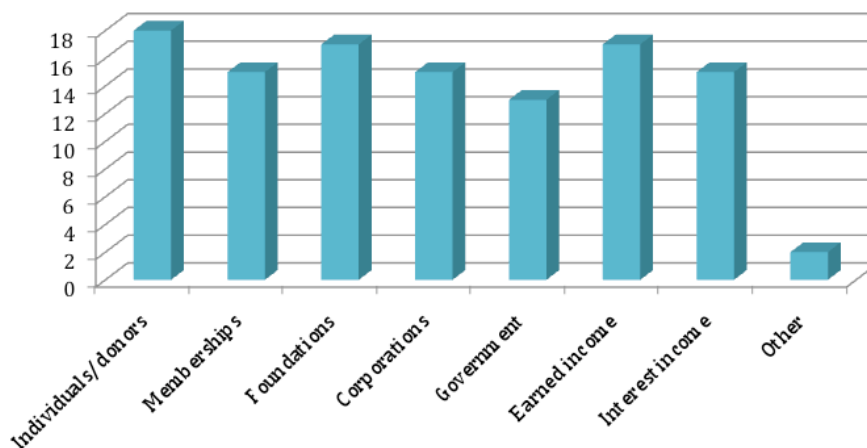
Income Sources for 2010 Budget of \$150,001-500,000



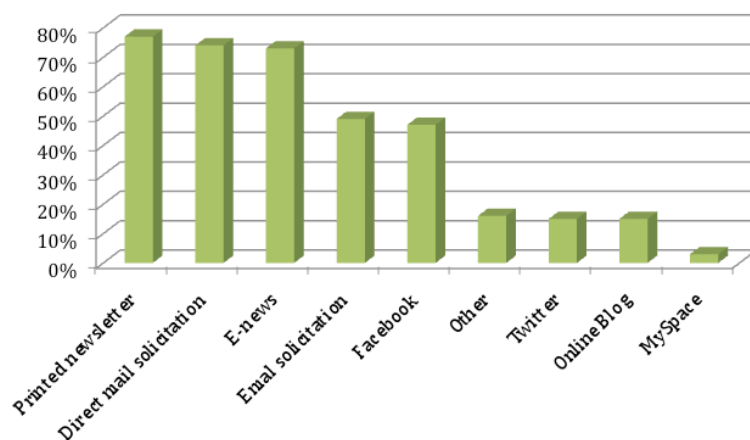
Income Sources for 2010 Budget of \$500,001-1,000,000



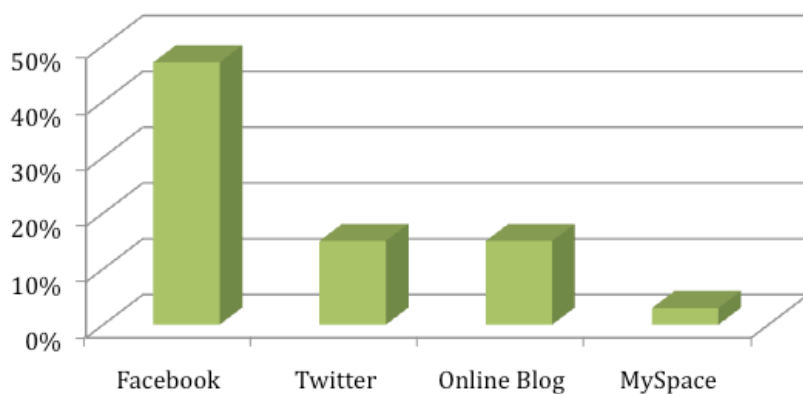
Income Sources for 2010 Budget of \$1,000,000+



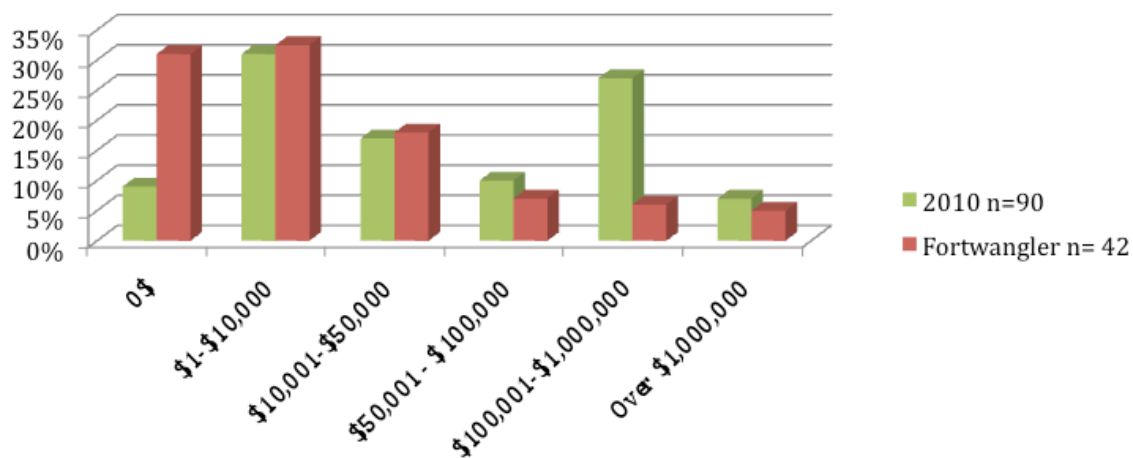
Types of Communication Employed - 2010 (n=106)



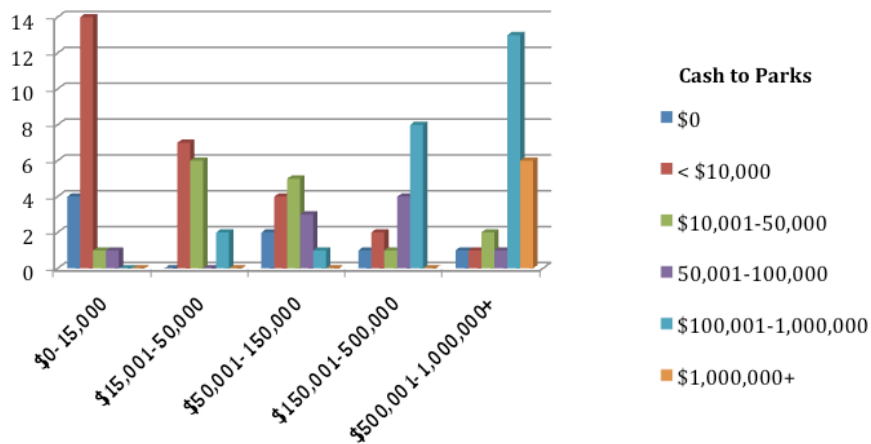
Social Media Use - 2010 (n=106)



Comparison of Annual Financial Contributions to Parks



Cash to Parks by 2010 Operating Budget (n=88)



Comparison of Friends Groups' Partnership Types

